

**PEER REVIEW  
COORDINATING DRAFT**

**TASK ANALYSIS  
FOR**

**PLAN FOR COMBAT OPERATIONS  
(CRITICAL COMBAT FUNCTION 18)**

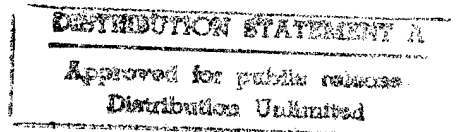
**AS ACCOMPLISHED BY A BATTALION TASK FORCE**

**VERSION 2**

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**Task Analysis for Plan for Combat Operations  
as Accomplished by a Battalion Task Force.  
Critical Combat Function 18 (CCF 18)**

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13. ABSTRACT (Maximum 200 words) The purpose of CCF 18 is to provide direction and guidance to participants of the Task Force in the form of TF orders. These orders must be the foundation which facilitates operations for all Combined Arms and Services Team elements to conduct preparation for and execution of a synchronized battle. The outcomes include: 1) A complete, concise and workable OPORD/FRAGO that conforms to doctrinal standards. 2) An OPORD/FRAGO that is timely and that is issued in about 1/3 of the available time for the operation. 3) An OPORD/FRAGO that is understood by all subordinates. 4) Sufficient hard copies of the ORDER and all key accompanying documents provided to key participants.			
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PLAN FOR COMBAT OPERATIONS**

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## PREFACE

This task analysis of **Plan for Combat Operations Function 18 (CCF 18)**, is an intermediate product of the process of developing a training strategy for the CCF. The analysis reflects tasks, products, players and processes in sequence necessary to planning combat operations.

This document is the second version of CCF 18. The original version, dated 23 August 1993, has been revised in order to capture required inputs identified in the other 23 task analyses as required outputs of the planning process. This Version 2 replaces the original CCF 18 dated 23 August 1993.

**CRITICAL COMBAT FUNCTIONS:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

The battle phases PLAN, PREPARE and EXECUTE relate to the entire battalion task force (TF) battle vice phasing for this particular CCF.

This analysis depicts the TF collective tasks necessary to plan for the conduct of operations by the heavy combined arms task force. These collective tasks are those primarily performed by the TF commander and his staff. The activities in this CCF are initiated by the TF receipt of a warning order or OPORD from the next higher headquarters, normally a brigade.

The product of this CCF, Plan For Combat Operations, will be a FRAGO or OPORD which contains the necessary information to allow and empower all elements subordinate to or operating with the TF to successfully accomplish the mission.

The output of this CCF will become the planning input for all other CCF. Relevant and critical information required as planning INPUT to all other TF CCF has been identified in the CCF 18 OUTPUT section and appropriately tagged to the most likely TF document in which the information will be provided the TF subordinate elements.

This CCF recognizes that planning is a continuous process and addresses tasks necessary for the TF commander and staff to continue to revise and refine the plan up until a point that further refinement is dysfunctional to the conduct of subordinate preparation and execution activities.

The TF planning cycle may initiate while the TF is operating in varied environments. The planning may occur while the TF is in a secure area, prior to being deployed into a forward battle area, or while the TF is forward but prior to actual combat or in a reserve position, or after receipt of a previous mission and during the preparation phase for that mission (contingency mission) or during the execution phase of a mission when the commander is required to retask the TF (issue FRAGO) as a result of an abbreviated Decision-Making Process. This CCF addresses TF planning for combat operations under any of those circumstances.

At the time of this writing, the Army's doctrine and techniques for planning and decision making are under review. The decision making process outlined in the 1993 publication of FM 101-5 'Draft' and the 1994 publication of CGSC ST 101-5 are the basis of the processes described in the task analyses of CCF 18, 19, and 20.

The Deliberate Tactical Decision-Making Process (DDMP) and the Abbreviated Decision-Making Process are the basis for the arrangement of the tasks in this CCF. The use of one over the other of these processes is dictated primarily by available time. The Abbreviated Decision-Making Process can be used under any planning circumstances, but most commonly would be used by the TF commander and staff when time for planning is at a minimum and when faced with

issuing a FRAGO in the heat of battle. As will be seen, the abbreviated DMP does not omit steps of the DDMP, instead there are recommended procedures to reduce the time required to produce an order.

**INDEX of CRITICAL COMBAT FUNCTIONS**

Grouped By Battlefield Operating System (BOS)

<b>INTELLIGENCE</b>	(1)	Conduct Intelligence Planning
	(2)	Collect Information
	(3)	Process Information
	(4)	Disseminate Intelligence
<b>MANEUVER</b>	(5)	Conduct Tactical Movement
	(6)	Engage Enemy with Direct Fire and Maneuver
<b>AIR DEFENSE</b>	(16)	Take Active Air Defense Measures
	(17)	Take Passive Air Defense Measures
<b>FIRE SUPPORT</b>	(7)	Employ Mortars
	(8)	Employ Field Artillery
	(9)	Employ Close Air Support
	(10)	Conduct Electronic Collection and Jamming
	(11)	Conduct Battlefield PsyOps
	(12)	Employ Chemical Weapons
	(13)	Conduct Counter Target Acquisition Operations
	(14)	Employ Naval Gunfire
	(15)	Coordinate, Synchronize and Integrate Fire Support
<b>MOBILITY AND SURVIVABILITY</b>	(21)	Overcome Obstacles
	(22)	Enhance Movement
	(23)	Provide Countermobility
	(24)	Enhance Physical Protection
	(25)	Provide Operations Security
	(26)	Conduct Deception Operations
	(27)	Provide Decontamination
<b>COMMAND AND CONTROL</b>	(18)	Plan for Combat Operations
	(19)	Direct and Lead Unit During Preparation for the Battle
	(20)	Direct and Lead Units in Execution of Battle
<b>COMBAT SERVICE SUPPORT</b>	(28)	Provide Transport Services
	(29)	Conduct Supply Operations
	(30)	Provide Personnel Services
	(31)	Maintain Weapons Systems and Equipment
	(32)	Provide Health Services
	(33)	Treat and Evacuate Battlefield Casualties
	(34)	Conduct Enemy Prisoners of War (EPW) Operations
	(35)	Conduct Law and Order Operations
	(36)	Conduct Civil Affairs Operations
	(37)	Provide Sustainment Engineering
	(38)	Evacuate Non-combatants from Area of Operations
	(39)	Provide Field Services

## STRUCTURE OF CRITICAL COMBAT FUNCTIONS RELEVANT TO BATTALION TASK FORCE OPERATIONS

**Critical Combat Function:** *The integration of related players and tasks that represent a source of combat power. The synchronization of critical combat functions provides maneuver commanders at any echelon with a definable outcome that materially affects the battle.*

- I. **Intelligence BOS** — The ways and means of acquiring, analyzing and using knowledge of the enemy, weather and terrain required by a commander in planning, preparing and conducting combat operations. These CCF are continuous throughout the planning, preparation and execution phases of the battle.
  1. **CCF (1) Conduct Intelligence Planning** — The development and coordination of information relative to the enemy, weather and terrain prior to and during the development of the unit OPORD; the planning to collect information from battle-field sources and to acquire intelligence from other headquarters. Focus of this CCF is the Intelligence Preparation of the Battlefield (IPB). This CCF addresses:
    - a. Reconnaissance and Surveillance plan.
    - b. Integrated threat templates (doctrinal; event; input to DST).
    - c. Terrain and Weather analysis.
  2. **CCF (2) Collect Information** — Obtaining information in any manner from TF elements and from sources outside the TF (e.g., higher headquarters; adjacent units); this CCF includes the tasks associated with managing the processes and activities necessary to collect battlefield information which may eventually be used to provide intelligence relative to the enemy, terrain and weather. This CCF addresses:
    - a. Information collected as a result of R & S plan.
    - b. Continuous information collection and acquisition from all sources.
  3. **CCF (3) Process Information** — The conversion of information into intelligence through collation, evaluation, analysis, integration and interpretation in a continual process. This CCF addresses:
    - a. Evaluation of threat information.
    - b. Evaluation of physical environment information.
    - c. Integration of intelligence information.
    - d. Development of enemy intentions.
    - e. Development of targeting information.
    - f. Preparation of intelligence reports.
    - g. Update of situational template.
    - h. Provision of battlefield area reports.
  4. **CCF (4) Disseminate Intelligence** — Transmission of information by any means (verbal, written, electronic etc.), from one person or place to another to provide timely dissemination of critical intelligence to all appropriate members of the combined arms team. This CCF addresses:
    - a. The sending of processed intelligence in a timely manner to those on the combined arms team who can by its receipt, take appropriate actions to accomplish the mission. This includes intelligence on the enemy, terrain and weather.

- b. The sending of raw intelligence directly from those responsible for reconnaissance and surveillance to the commander should that raw intelligence be time sensitive (and not be subject to receipt and processing by intelligence analysts).
- c. Dissemination of battlefield reports.

II. **Maneuver BOS** — The employment of direct fire weapons, platforms and systems through movement and fire and maneuver to achieve a position of advantage in respect to enemy ground forces, in order to accomplish the mission. The direct fire weapons are: tank guns; BFV 25mm; anti-tank guns and rockets; attack helicopter guns and rockets; small arms; crew served weapons; directed energy weapons systems.

1. **CCF (5) Conduct Tactical Movement** — Position direct fire weapons systems relative to the enemy to secure or retain positional advantage making full use of terrain and formations. Tactical movement occurs when contact with the enemy is likely or imminent but direct fire engagement has not yet occurred. Units supporting maneuver units are included. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation for movement.
- c. Movement, mounted and dismounted; on and off road.
- d. Closure of movement — tactical assembly area; tactical positions.
- e. Navigation.
- f. Force protection.
- g. Air movement.

2. **CCF (6) Engage Enemy with Direct Fire and Maneuver** — Entering into ground combat with the enemy using direct fire and/or close combat in order to destroy the enemy or cause him to withdraw. This CCF relates only to those direct fire weapons systems associated with the Maneuver BOS. This CCF is initiated with the OPORD at the completion of the planning phase of the battle and includes all tasks associated with subordinate echelon planning, preparation and execution of the battle. This CCF addresses:

- a. Subordinate element OPORD preparation and dissemination.
- b. Preparation of engagement areas.
- c. Rehearsals of battle plans.
- d. Pre-combat prepare to fire checks.
- e. Target acquisition.
- f. Fire control and distribution.
- g. Fratricide.
- h. Conduct close combat.
- i. Integration of direct fire with maneuver.
- j. Control of terrain.
- k. Prestocked ammunition.
- l. Resupply during operations.
- m. Maintenance during operations.
- n. Consolidation and reorganization.

III. **Fire Support BOS** — The collective, coordinated, and synchronized use of target acquisition data, indirect fire weapons, armed aircraft (less attack helicopters) and other lethal and non-lethal means against ground targets in support of maneuver force operations and to achieve the commanders intent and scheme of maneuver. The Fire Support BOS addresses these weapons: mortars; field artillery; close air support; electronic measures; naval gunfire.

1. **CCF (7) Employ Mortars** — Employment of mortars by the maneuver unit to place fires on the enemy or terrain to support the commander's concept and intent. This CCF initiates with the receipt of an OPORD by the maneuver commander and address those tasks required during the preparation and execution phases of the battle. This CCF addresses:
  - a. Subordinate element OPORD preparation and dissemination.
  - b. Prepare to fire checks.
  - c. Pre-combat checks.
  - d. Development of order to fire.
  - e. Tactical movement.
  - f. FDC operations.
  - g. Target engagements with illumination, smoke, HE.
  - h. Sustainment operations.
  - i. Rehearsals.
  
2. **CCF (8) Employ Field Artillery** — The ways and means employed by the maneuver unit to cause indirect artillery fires to be placed on the enemy or terrain to support the commander's concept and intent. This CCF initiates upon receipt of an OPORD by the maneuver commander and includes tasks performed during the preparation and execution phases of the battle. The Fire Support Coordination tasks necessary to integrate the field artillery and the maneuver units are the primary focus. This CCF does not address those field artillery tasks associated directly with those actions taken by the batteries of the artillery battalion in the conduct of their support mission such as FDC operations, gun operations, etc. This CCF addresses:
  - a. Fire Support — Maneuver unit rehearsals.
  - b. FSE operations during the preparation and execution phase of the battle.
  - c. FSO and FIST operations in coordination with their maneuver commander.
  - d. Positioning and movement within the maneuver unit sector or zone.
  - e. Indirect fire missions in support of maneuver commander's concept and intent.
  - f. Sustainment operations.
  - g. Indirect fire planning as battlefield METT-T change.
  
3. **CCF (9) Employ Close Air Support** — Planning for, requesting and employing armed aircraft (less attack helicopters) in coordination with other fire support (lethal and non-lethal) against ground targets in support of the maneuver force commander's concept and intent. This CCF addresses:
  - a. Air-ground attack requests.
  - b. Air space coordination and management.
  - c. Air Liaison Officer, Forward Air Controller; other Army Fire Support Coordination Officer; USN/USMC Bde Team Commander, SALT-O and FCT-O tasks that enable air to ground attacks.
  
4. **CCF (10) Conduct Electronic Collection and Jamming** — Actions taken to deny the enemy effective command, control and communications of his own tactical force in support of maneuver commander's concept and intent. This CCS includes jamming, deception, and collection.
  
5. **CCF (11) Conduct Battlefield PsyOps** — Conduct psychological activities as an integral part of combat operations to bring psychological pressure to bear on enemy forces and civilians under enemy control in the battle area, to assist in the achievement of tactical objectives in support of maneuver commander's concept and intent.

6. **CCF (12) Employ Chemical Weapons** — Employ chemical agents or other means to degrade enemy capabilities in support of maneuver commander's concept and intent.
7. **CCF (13) Conduct Counter Target Acquisition Operations** — Suppress (e.g. using smoke or dazzling illumination) or degrade enemy direct observation, optics, radar, sensors, electronic DF equipment, and imaging systems in support of maneuver commander's concept and intent.
8. **CCF (14) Employ Naval Gunfire** — The means and ends to provide naval gunfire in support of the maneuver commander's tactical operation.
9. **CCF (15) Coordinate, Synchronize and Integrate Fire Support** — Coordination of all fire support means in support of the maneuver commanders concept and intent. This CCF addresses the preparation and execution of tasks necessary to integrate the fire support detailed in the OPORD. The CCF integrates CCF 7-14 in support of maneuver commander's concept and intent.

IV. **Air Defense BOS** — The means and measures organic or assigned to the maneuver commander which when employed successfully will nullify or reduce the effectiveness of attack by hostile aircraft or missiles after they are airborne.

1. **CCF (16) Take Active Air Defense Measures** — Application of firepower to destroy enemy air targets. This CCF addresses the coordinating tasks which enable the maneuver commander to successfully employ any attached or assigned air defense weapons system as well as the tasks necessary to employ all organic weapons systems against enemy air targets. This CCF addresses:
  - a. Employment of Air Defense Artillery guns and missiles.
  - b. Employment of maneuver unit weapons systems such as small arms, automatic weapons, BFV 25 mm and TOW missiles, tank main gun against enemy air.
  - c. Airspace management.
  - d. Early warning.
  - e. Sustainment.
2. **CCF (17) Take Passive Air Defense Measures** — The protection of the maneuver force from enemy air by means other than weapons. This CCF will focus on the preparation and execution phases of the battle. This CCF addresses:
  - a. Early warning.
  - b. Dispersion.
  - c. Cover and concealment.
  - d. Air watch.
  - e. Deception.

V. **Command and Control BOS** — The way and means a maneuver commander exercises authority and direction over organic and assigned combat power in the accomplishment of the mission.

1. **CCF (18) Plan for Combat Operations** — The integration of all members of the combined arms team in the coordinated development of the maneuver unit Operations Order which will guide the activities of the combined arms team in

conducting combat operations to accomplish assigned missions. The product/ outcome of this CCF is a briefed, understood OPORD. This CCF addresses:

- a. Receipt and analysis of higher HQ OPORD.
- b. Issuance of Warning Order.
- c. Restated mission statement.
- d. Commander's estimate process/troop leading procedures.
- e. Commander's guidance.
- f. Mission analysis (includes course of action development).
- g. Decision brief to commander.
- h. Development of a synchronized OPORD.
- i. Reproduction and distribution of OPORD to all participants.
- j. Briefing of OPORD; understanding of order by participants.
- k. FRAGO planning and issue.

2. **CCF (19) Direct and Lead Unit during Preparation for the Battle** — The ways and means to prepare combined arms task force for the battle so that the combined arms task force is ready to support the maneuver commander's concept and intent. This CCF addresses:

- a. Commander's activities.
- b. Communicating information.
- c. Briefbacks and backbriefs.
- d. Rehearsals.
- e. Management of the means of communicating information.
- f. Maintaining and updating information and force status.
- g. Managing information distribution.
- h. Decisions to act or change ongoing actions.
- i. Confirming IPB through the reconnaissance effort.
- j. Determining actions to implement decisions.
- k. Providing command presence.
- l. Maintaining unit discipline.
- m. Synchronizing tactical operations (e.g., execution matrix DST).
- n. TOC operations (e.g., staff integration and battle tracking).
- o. Continuity of command.
- p. Second in command (2IC responsibilities).
- q. Continuous and sustained operations.
- r. Communications (e.g., planning, installation and operation of system, management, site selection).

3. **CCF (20) Direct and Lead Units in Execution of Battle** — The ways and means to command and control in the combined arms task force execution of the battle plan (engaging the enemy in battle) to accomplish the maneuver commander's concept and intent. This CCF addresses:

- a. Directing the conduct of the battle.
- b. Issue orders.
- c. Command presence.
- d. Information distribution.
- e. Decide on need for action or change.
- f. Maintaining unit discipline.
- g. Synchronizing tactical operations.
- h. TOC operations (includes CP displacement, security, survivability).
- i. Continuity of command (e.g., C2 redundancy).
- j. Second in command (2IC) responsibilities.
- k. Continuous and sustained operations.
- l. Consolidation and reorganization.

- VI. **Mobility and Survivability BOS** — The ways and means of the force that permit freedom of movement, relative to the enemy, while retaining the task force ability to fulfill its primary mission as well as the measures the force takes to remain viable and functional by protection from the effects of enemy weapons systems and natural occurrences.
1. **CCF (21) Overcome Obstacles** — Enabling the maneuver force to maintain its mobility by removing or clearing/reducing natural and man-made obstacles. This CCF will initiate after receipt of the OPOD and address subordinate echelon planning as well as task force preparation and execution tasks necessary to achieve the maneuver commander's concept and intent. This CCF addresses:
    - a. Breach obstacle. Clearing a path or lane for personnel and equipment through a battlefield obstacle.
    - b. Cross gaps. Passing through or over any battlefield terrain feature, wet or dry, that is too wide to be overcome by organic/self bridging.
  2. **CCF (22) Enhance movement** — Provision of adequate mobility for the maneuver unit in its area of operations. This CCF addresses:
    - a. Construction and repair of combat roads and trails.
    - b. Construction or repair of forward airfields.
    - c. Facilitating movement on routes. (This includes control of road traffic and control of refugees and stragglers.)
    - d. Tracking status of routes.
    - e. Host nation support.
  3. **CCF (23) Provide Countermobility** — Delaying, channeling, or stopping offensive movement by the enemy consistent with the commander's concept and intent by enhancing the effectiveness of friendly direct and indirect weapons systems. This CCF addresses:
    - a. Emplacement of mines and complex obstacles.
    - b. Digging tank ditches.
    - c. Creation of road craters with explosives.
    - d. Terrain enhancement.
  4. **CCF (24) Enhance Physical Protection** — Providing protection of friendly forces on the battlefield by enhancing the physical protection of personnel, equipment and weapons systems, and supplies. This CCF addresses:
    - a. Construction of fighting positions.
    - b. Preparation of protective positions.
    - c. Employment of protective equipment.
  5. **CCF (25) Provide Operations Security** — Denying information to the enemy about friendly capabilities and intentions by identifying, controlling, and protecting indicators associated with planning and conducting military operations. This CCF addresses:
    - a. Analysis to determine key assets and threats to them.
    - b. Cover and concealment.
    - c. Camouflage.
    - d. Noise and light discipline.
    - e. Counter reconnaissance.
    - f. Smoke/obscurants.

- g. Physical security measures.
  - h. Signal security.
  - i. Electronic security.
6. **CCF (26) Conduct Deception Operations** — Taking actions to mask the real objectives of tactical operations in order to delay effective enemy reaction. This CCF addresses:
- a. Physical deception.
  - b. Electronic deception.
7. **CCF (27) Provide Decontamination** — Making any person, object or area safe by absorbing, destroying, neutralizing, making harmless or removing chemical or biological agents, or by removing radioactive material. This CCF addresses:
- a. Decontamination of individual soldiers and equipment.
  - b. Decontamination of weapon systems and supplies.
  - c. Hasty and deliberate decontamination.
- VII. **Combat Service Support BOS** — The support, assistance and service provided to sustain forces, primarily in the area of logistics, personnel services and health services.
1. **CCF (28) Provide Transport Services** — Providing or coordinating for transportation which will assure sustainment support operations in support of the maneuver commander. Upon receipt of an OPORD, this CCF addresses preparation and execution tasks necessary to achieve transportation support of the maneuver force. This CCF addresses:
- a. Movement of cargo, equipment and personnel by surface or air.
  - b. Loading, transloading and unloading material and supplies.
2. **CCF (29) Conduct Supply Operations** — Providing the items necessary to equip, maintain and operate the force during the preparation and execution phases of the battle. This CCF addresses:
- a. Requesting, receiving, procuring, storing, protecting, relocating and issuing supplies to the specific elements of the force.
  - b. Providing munitions to weapons systems.
  - c. Providing fuel and petroleum products to equipment and weapons systems.
  - d. Reporting status.
3. **CCF (30) Provide Personnel Services** — Management and execution of all personnel-related matters to sustain the force. This CCF addresses:
- a. Personnel Administrative Services.
    - 1) Replacement, casualty reporting.
    - 2) Awards and decorations.
    - 3) Postal Operations.
    - 4) Promotions, reductions.
  - b. Financial services.
  - c. Unit Ministry team.
  - d. Legal.
  - e. Public Affairs.
  - f. Reporting personnel status.
  - g. Preservation of the force through safety.

- h. Management of stress.
- 4. **CCF (31) Maintain Weapons Systems and Equipment** — Preservation and repair of weapons systems and equipment. This CCF includes the provision of repair parts and end items to all members of the combined arms team before, during and after the battle. Included also is doctrinal echeloning of maintenance (organization, DS, GS). This CCF addresses:
  - a. Preventative Maintenance.
  - b. Recovery.
  - c. Diagnosis, substitution, exchange, repair and return of equipment and weapons systems to the combined arms force.
  - d. Reporting status.
- 5. **CCF (32) Provide Health Services** — Performance, provision or arrangement for health services regardless of location, to promote, improve, conserve or restore the mental or physical well-being of individuals or groups. This CCF addresses
  - a. Preventive medicine.
  - b. Field sanitation.
- 6. **CCF (33) Treat and Evacuate Battlefield Casualties** — Application of medical procedures on battlefield casualties beginning with "buddy aid" through trained medical personnel. The CCF includes movement of casualties from the forward edge of the battlefield back to division-level medical facilities. This CCF addresses:
  - a. Triage of battlefield casualties.
  - b. Treatment and movement of casualties to rear (medevac).
    - 1) Identification of levels of care and locations.
    - 2) Synchronization and coordination of movement of medical facilities to ensure continuity of care.
    - 3) Establishment and maintenance of communications with redundant means.
    - 4) Rehearsals.
    - 5) Resupply.
  - c. Evacuation:
    - 1) Ground ambulance.
    - 2) Aero medevac.
    - 3) Non-standard evacuation.
  - d. Handling and processing the remains of soldiers who have died of wounds.
  - e. Reporting status.
- 7. **CCF (34) Conduct Enemy Prisoners of War (EPW) Operations** — The collection, processing, evacuation and safeguarding of enemy prisoners of war. This CCF addresses:
  - a. Collecting and evacuating EPW.
  - b. Searching, segregating, safeguarding, silencing, and rapid rearward movement of EPW.
- 8. **CCF (35) Conduct Law and Order Operations** — Enforcement of laws and regulations and maintenance of units and personnel discipline.
- 9. **CCF (36) Conduct Civil Affairs Operations** — Conduct of those phases of the activities of a tactical commander which embrace the relationship between the

military forces and civil authorities, and the citizens in a friendly or occupied country or area when U.S. military forces are present.

10. **CCF (37) Provide Sustainment Engineering** — The repair and construction of facilities and lines of communication. This CCF addresses:
  - a. Rear area restoration.
  - b. Construction and maintenance of lines of communication (roads, railroads, ports, airfields).
  - c. Construction support:
    - 1) Marshaling, distribution and storage facilities.
    - 2) Pipelines.
    - 3) Fixed facilities.
    - 4) Drill wells.
    - 5) Dismantlement of fortifications.
11. **CCF (38) Evacuate Non-combatants from Area of Operations** — The use of available military and host-nation resources for the evacuation of US forces, dependents, US government civilian employees, and private citizens (US and other). This CCF addresses:
  - a. Medical support.
  - b. Transportation.
  - c. Security.
  - d. Preparation of temporary shelters.
  - e. Operation of clothing exchange facilities.
  - f. Operation of bathing facilities.
  - g. Graves registration.
  - h. Laundry.
  - i. Feeding.
12. **CCF (39) Provide Field Services** — Performance of service logistics functions by and for Army elements in the field. This CCF addresses:
  - a. Clothing exchange.
  - b. Bathing facilities.
  - c. Graves registration.
  - d. Laundry and clothes renovation.
  - e. Bakeries.
  - f. Feeding (rations supply, kitchens).
  - g. Salvage.

## OUTCOMES AND PURPOSE OF CCF 18

### OUTCOMES

1. A complete, concise, feasible and tactically sound OPORD/ FRAGO that conforms to doctrinal standards.
2. An OPORD/FRAGO that is timely and that is issued in about 1/3 of the available time prior to operations commencing.
3. OPORD/FRAGO, and verbal orders received by key participants and subordinates, are understood.
4. Sufficient hard copies of the TF Order and all key accompanying documents provided to key participants.
5. Verbal order received and understood by key participants.

### PURPOSE

To provide direction and guidance to participants of the Task Force in the form of TF orders. These orders must be the foundation which facilitates operations for all Combined Arms and Services Team elements to conduct preparation for and execution of a synchronized battle.

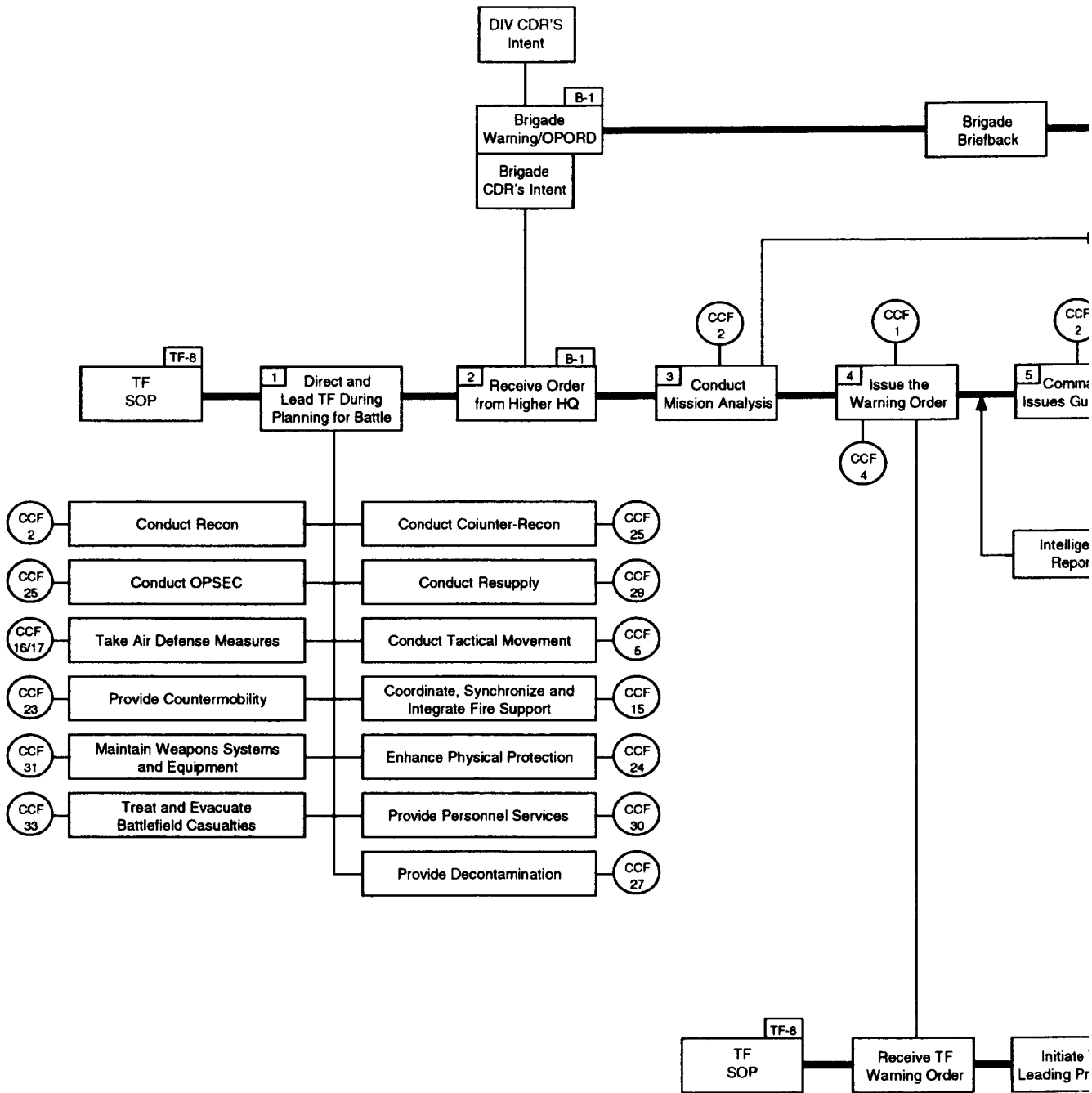
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# TASK FLOW

DIV/CORPS

BDE

TF



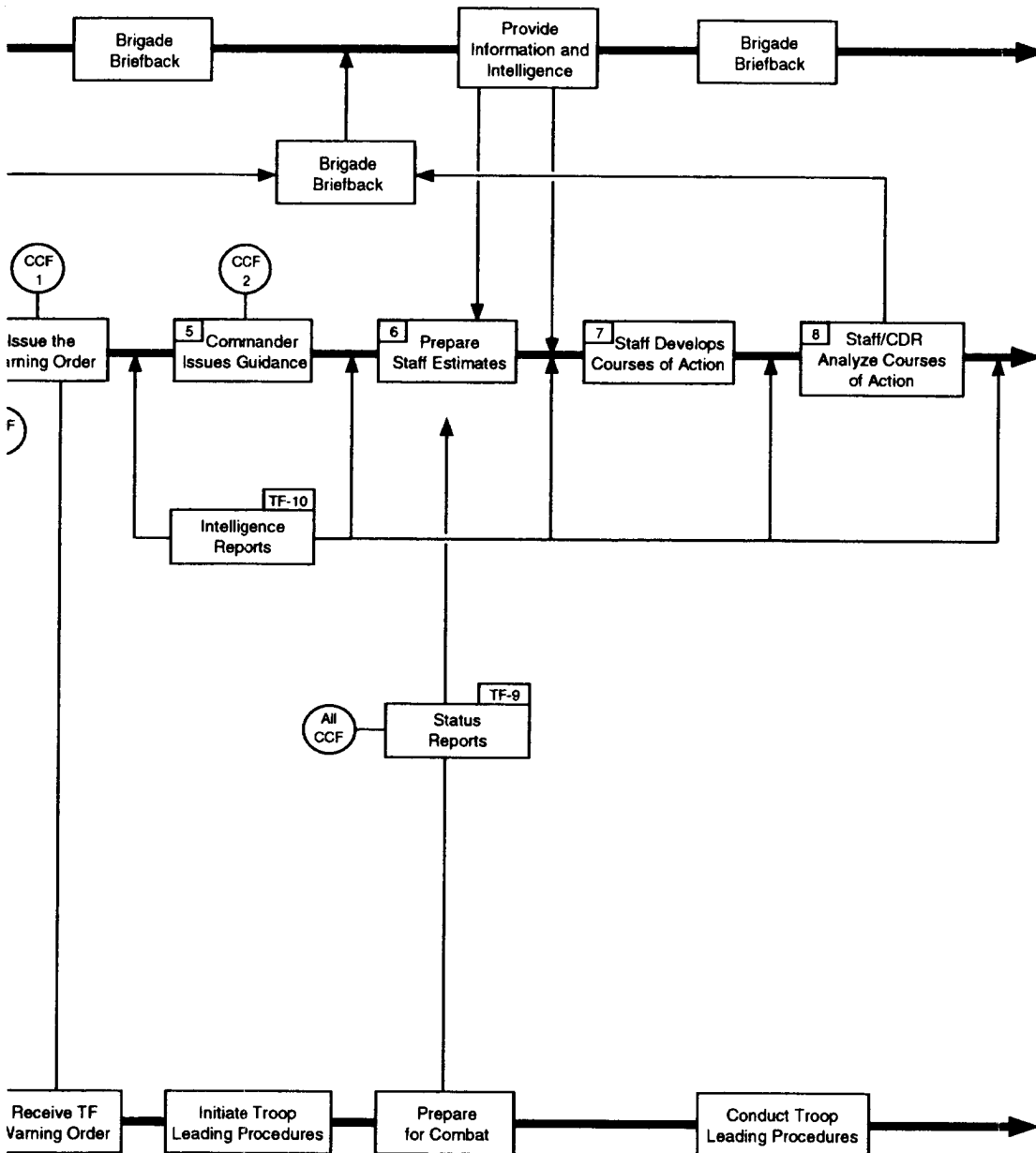
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○ CCF □ (outside) Input or Output  
(inside) Task

2

## CCF 18 — Plan for Combat Operations

### WORK FLOW

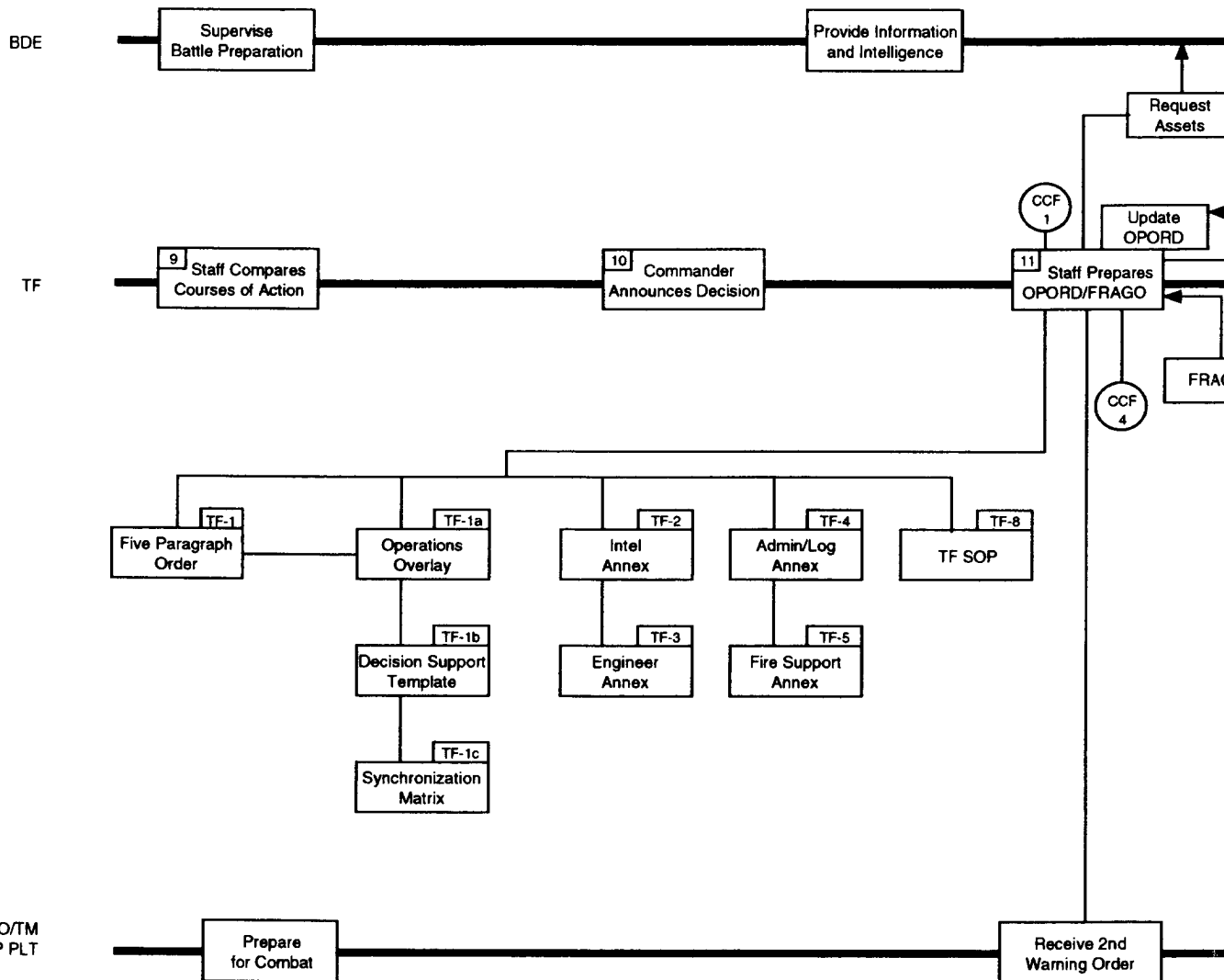


January 28, 1994

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# TASK FLOW

DIV/CORPS

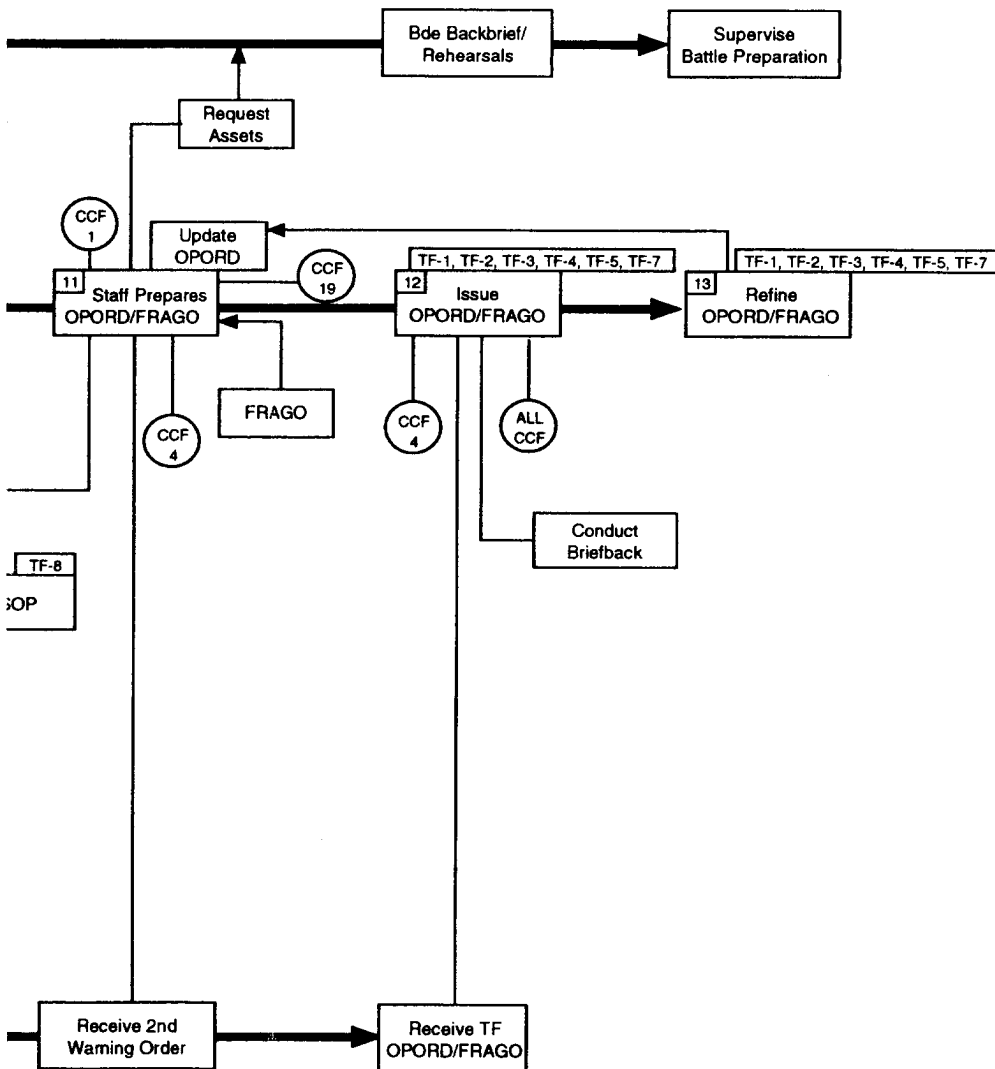


○ CCF □ (outside) Input or Output (inside) Task

## CCF 18 — Plan for Combat Operations

## CCF 18 — Plan for Combat Operations

## WORK FLOW



January 28, 1994

OTHER CCF WHICH INTERACT WITH CCF 18

<u>CCF #</u>	<u>TITLE</u>	<u>LOGIC</u>
CCF 1	Conduct Intelligence Planning	Although CCF 1 is called out as a CCF it is done concurrent with and is integral to CCF 18. The Intel products of CCF 1 are used during the CCF 18 planning steps in the degree of development at the time of use.
CCF 2	Collect Information	Since Intelligence information is gathered continuously, information is included in the CCF 18 planning as it becomes available.
CCF 4	Disseminate Intelligence	As the S-2 updates his products, Intel is passed to the TF.
CCF 5,6,7,8,9,13,15, 16,17,19 20,21,23, 24,25, 27,28,29,30, 31 and 33		CCF 18 provides the planning for the preparation and execution tasks of these CCF. All of these CCF require information and intelligence input to CCF 18 throughout TF planning.

## CCF 18

## KEY PARTICIPANTS BY TASK

<u>TASKS</u>	<u>KEY PARTICIPANTS</u>
1. Direct and Lead TF During Planning	TF Commander, XO, S3, S2, S1/S4, Engr, FSO, CMLO, S3 Air, ADO, CESO, CSM, TF Surgeon/Med Plt Ldr, Scout Plt, Mortar Plt, Co Tms, HHC Cdr, Spt Plt Ldr, BMO
2. Receive Order from Higher Headquarters	TF Commander, TF XO, S3 Section Representative, S2 Section Representative
3. Conduct Mission Analysis	TF XO, S3 or representative, S2 or representative, S1/S4 or representative, TF Surgeon/Med Plt Ldr, S3 Air, AD LNO, Chemical Officer/NCO, TF CESO, TF FSO, TF Engineer (TF Cdr conducts his mission analysis concurrently)
4. Issue the Warning Order	TF XO, TF S3 or representative, TF S2 or representative, TF S1/S4
5. Commander Issues Guidance	TF Commander, TF XO, TF S3, TF S2, TF S1/S4, TF Surgeon/Med Plt Ldr, TF AD LNO, TF Engineer, TF FSO, TF CESO, TF Chemical Officer/NCO, TF Command Sergeant Major, TF S3 Air
6. Prepare Staff Estimates	TF XO, TF S2, TF S3, TF S3 Air, TF S1/S4, FSO, CESO, TF Engineer, AD LNO, Chemical Officer, TF Surgeon/Med Platoon Leader
7. Staff Develops Course of Action	TF XO, S3 or Representative, S2, S1/S4, TF Surgeon/Med Plt Ldr, FSO, TF Engineer, TF CESO, AD LNO, S3 Air, TF Chemical Officer/NCO
8. Staff/Cdr Analyze Courses of Action	TF Commander, TF XO, S3, S2, S1/S4, TF Surgeon/Med Plt Ldr, FSO, AD LNO, TF Engineer, S3 Air, TF Chemical Officer/NCO, TF CESO, S3 Operations Sergeant
9. Staff Compares Courses of Action	TF XO, S3, S2, S1/S4, TF Surgeon/Med Plt Ldr, FSO, AD LNO, TF Engineer, S3 Air, TF Chemical Officer/NCO, TF CESO, S3 Operations Sergeant

## CCF 18 — Plan for Combat Operations

<u>TASKS</u>	<u>KEY PARTICIPANTS</u>
10. Commander Announces Decision	TF Commander, TF XO, S3, S2, S1/S4, TF Surgeon/Med Plt Ldr, FSO, AD LNO, TF Engineer, S3 Air, TF Chemical Officer/NCO, TF CESO, S3 Operations Sergeant
11. Staff Prepares OPORD/FRAGO	TF XO, S3 Operations NCO, S2 or representative, S1/S4, TF FSO, TF Engineer, AD LNO, S3 Air, TF Chemical Officer/NCO, TF CESO
12. Issue The OPORD/FRAGO	TF Commander, TF XO, S1/S4, TF Surgeon/Med Plt Ldr, S2, S3, S3 Operations NCO, FSO, TF Engineer, TF CESO, Chemical Officer, AD LNO, S3 Air, Command Sergeant Major, All CO/TM commanders, Scout Plt Ldr (unless already in operations), Mortar Plt Ldr, Liaison Officers (unless committed), Support Plt Ldr, Bn/TF Maintenance Officer, HHC Commander
13. Refine The OPORD/FRAGO	TF XO, S3 or representative (basic order), S2 (Intel. Annex), FSO, TF Engineer (Engr. Annex), AD LNO (ADA Annex), S1/S4 (Log Annex)

## KEY INPUTS AND OUTPUTS TO CCF 18 (W/ CRITICAL INFORMATION)

The information requirements listed in this Key Inputs section represents much, but not all, of the critical information needed from the higher headquarters so that the TF can produce a complete and accurate plan. The planning information that must be passed, in the TF Order, to the TF subordinate elements and members of the TF combined arms team is listed in the Key Output section. Although an attempt has been made to organize the critical information in the various OPORD sections, products and annexes according to doctrine and common practice, the author realizes the information is passed in several portions of the Order according to unit SOP and practice. The main point to apply as the trainer uses this document for CCF/Functional training of the TF, is that the Key Output information listed must be contained *somewhere* in the TF OPORD and passed to the TF subordinate elements. The planning information listed in the Key Input section of each CCF has been cross-referenced with the Key Output information listed in this (CCF 18) so that the TF OPORD can in fact contain the planning information necessary to feed each of the other CCF.

### KEY INPUTS

#### B-I      **Brigade OPORD**

- a.    Five Paragraph Order
  - 1)    Division commander's intent
  - 2)    Brigade commander's intent
- b.    Brigade Commander' guidance for fire support.
- c.    Fire support plan from Paragraph 3 (Execution) of OPORD.
- d.    Scheme of maneuver from Paragraph 3 (Execution) of OPORD.
- e.    Army Aviation activities in AO.
  - 1)    Constraints and limitations in altitude and routes
  - 2)    Critical ground locations, such as landing zones, Forward Arming and Refueling Points (FARP), battle positions, and aerial observation positions (AOPs)
  - 3)    Helicopter areas of operation (routes, lift, attack)
- f.    Brigade OPNS Overlay (maneuver graphics/operations overlay).
- g.    Brigade Intelligence Annex
  - 1)    Enemy situation template
  - 2)    Priority intelligence requirements (PIR)
  - 3)    Modified combined obstacle overlay (MCOO)
  - 4)    Enemy event template
- h.    Brigade Engineer Annex
  - 1)    Priority for obstacles emplacement clear and understood
  - 2)    Linkage of obstacle plan with maneuver scheme understood
  - 3)    Brigade directed obstacles priority, work and responsibilities understood.
  - 4)    Guidance on FASCAM allocation and employment understood
  - 5)    Engineer Execution matrix includes all critical information

- 6) Engineer target list
- i. Brigade CSS Annex
  - 1) Controlled supply rate (CSR)
  - 2) RSR and CSR for mortar ammunition, by type
  - 3) Class IV/V barrier and obstacle materiel requisitioned
  - 4) Brigade maintenance priorities
- j. Displacement plan for BSA.
- k. CL IX/cannibalization/controlled substitution guidance.
- l. Mission reporting guidance.
- m. Main/alternate supply routes and Bde HET line.
- n. Brigade CSS/maintenance requirements.
- o. Projected CSS requirements of division's "slice" elements.
- p. Equipment assets and status.
- q. FSB maintenance assets.
- r. Repair parts available.
- s. Current brigade assets in FSB.
- t. FSB policies and procedures for repair parts and maintenance support.
- u. Follow-up required on available reports on CL IX requisitions and available major assemblies.
- v. Brigade Fire Support Annex
  - 1) Priority of fires
  - 2) Target list
  - 3) Artillery task organization
  - 4) Fire support execution matrix
  - 5) High payoff target list
  - 6) Attack guidance
  - 7) Target solution criteria
  - 8) Fire support coordination measures
  - 9) Quick fire plan
  - 10) COLT employment plan
- w. Brigade Air Defense Annex
  - 1) Air defense assets
  - 2) Air defense priorities
  - 3) Responsibility for support of air defense assets in Bde AO
  - 4) Positioning of air defense systems
  - 5) ADA activation procedures and early warning net
  - 6) ADA restrictive operation areas (ROAs) and weapons free zones

## TF-8

**Tactical Standing Operating Procedures (TSOP)**

NOTE: If information listed as required and is suggested as part of the unit TSOP but is not in the unit TSOP, then the information must be addressed in the ORDER or its annexes. Although the critical information is categorized below by BOS to reduce confusion, most information is required by several BOS and CCF. In some cases the item of information is listed under two BOS. This list does not infer that the TSOP includes only the information addressed below. The information in this Input/Output section, of which the TSOP is only one element, is intended, however, in its totality to list the critical planning information required for successful CCF outcome achievement.

*Intelligence*

- a. R&S tactical procedures.
- b. SOP for procedures and format for intelligence updates.
- c. Reconstitution and resupply procedures for R&S elements.
- d. Reporting procedures for R&S elements.
- e. Handling of EPW, documents, and material.
- f. Counter intelligence/OPSEC and security.
- g. Physical security.

*Air Defense*

- a. Passive and active air defense measures.
- b. Actions by TF when under air attack.
- c. Active AD measures by organic weapons (combined arms AD).

*Maneuver*

- a. Passage of lines.
- b. Immediate action drills.
- c. Formations.
- d. Movement techniques.
- e. Load plans.
- f. Pre-combat checklists.
- g. Actions on contact and at danger areas.
- h. Camouflage and concealment.
- i. Dispersion.
- j. Air watch.
- k. Convoy operations.
- l. Actions by TF when under air attack.
- m. Active AD measures by organic weapons (combined arms AD).
- n. R&S tactical procedures.
- o. TF requirements for security patrols, OP and LP.
- p. Counter intelligence/OPSEC and security requirements/procedures.

*Fire Support*

- a. FO and FSO duties, responsibilities, and operations.
- b. Duties and responsibilities of FSO and S3 Air in absence of TACP.
- c. Target marking techniques and procedures.
- d. Friendly troop location marking techniques and procedures.
- e. Alternate means of communicating with CAS.
- f. Alternate means of controlling CAS.
- g. Formats for preplanned and immediate CAS requests.
- h. TACP location, duties and responsibilities in TF TOC.
- i. Procedure for exchange of CEOI and authentication materials information with CAS support.
- j. Physical security.

*Mobility/Survivability/Counter mobility*

- a. Actions on contact and at danger areas, gaps, and obstacles.
- b. Actions at obstacles to recon and bypass or suppress, obscure, secure, and reduce.
- c. Obstacle/lane clearing, marking, recording and reporting methods/procedures.
- d. Responsibility for movement through lanes and gaps in obstacles.
- e. Fighting and protective position configurations, dimensions, and construction procedures.
- f. Responsibility for closing gaps in obstacles.
- g. Responsibility for obstacle preparation and engineer asset management.
- h. Responsibility for obstacle site security.
- i. Responsibility for final siting of obstacles.
- j. Responsibility for movement and breakdown of obstacle material and supplies.
- k. Responsibility for completed obstacles.
- l. Responsibility for ensuring obstacles are covered by direct and indirect fires.

*Command/Control/Communications*

- a. Succession of command.
- b. TSOP for TF staff needs to address aspects of planning process that can be routinized.
  - 1) Procedures for conducting the DDMP and abbreviated DMP.
  - 2) Backbrief and rehearsal procedures and techniques.
  - 3) Situation update format.
- c. SOP for procedures for reporting information from all TF elements (i.e., "slice").
- d. Alternate means of communicating with CAS.
- e. Procedure for exchange of CEOI and authentication materials information with CAS support.
- f. SIGSEC.
  - 1) Brevity matrix.
  - 2) Use of wire, messengers, RATT.
  - 3) Use of secure communications equipment.
  - 4) Nets to be entered.
  - 5) Placement of antennas, to include remoting.
  - 6) Procedures for changing frequencies.
  - 7) Challenges.
  - 8) MIJI reports.
- g. Information security.
- h. Frequencies, primary and alternate.
- i. Call signs.
- j. Sign and countersign; recognition signals.
- k. TOC installation and security.

*NBC*

- a. Preparation for, response to and reporting of NBC operations/activities.
- b. NBC attack warning instructions and reporting procedures.
- c. Designation of alternate nets for follow-up reports or instructions.
- d. MOPP levels and automatic masking criteria and procedures.
- e. Passive and active NBC defense measures.
- f. Load plans, basic loads, pre-combat check requirements and checklists.
- g. Combat vehicle Class IV basic loads for individual and crew served weapons position construction.
- h. Procedures for limiting EMP effects.

- i. Procedures for protecting medical environment and personnel while handling contaminated casualties.
- j. Immediate action drills and procedures for decon.
- k. Setup and organization of decon sites.
- l. Procedures for handling contaminated casualties.
- m. Procedures for handling contaminated equipment.
- n. Procedures for requesting hasty and deliberate decon.
- o. MOPP levels and automatic masking criteria and procedures (MOPP/masking drill).

#### *Logistics*

- a. LOGPAC procedures and configurations.
- b. Immediate resupply procedures and pre-package configurations.
- c. Priorities and procedures for recovery of damaged equipment.
- d. Cache or pre-positioned supply procedures and configurations.
- e. Priorities and procedures for augmentation for organic transportation assets.
- f. Status report requirements and formats.
- g. Convoy procedures and immediate action drills.
- h. Procedures for lost vehicle/broken convoys.
- i. Procedures for "service station" and "tail gate" resupply operations.
- j. MST employment procedures.
- k. FSB policies and procedures for repair parts and maintenance support.

#### *Personnel*

- a. Personnel Admin Services.
- b. Finance services.
- c. Subordinate unit personnel reporting.
- d. Legal procedures.
- e. Unit Ministry.
- f. Public affairs.
- g. Command information.
- h. Replacement operations.

#### *Medical*

- a. Evacuation of sick and wounded.
- b. Class VIII resupply.
- c. Initial lifesaving steps by self/buddy-aid, combat lifesavers.
- d. Use of non-medical vehicles for evacuation.
- e. Reconstitution and resupply procedures for R&S elements.
- f. Management of stress-battle fatigue casualties.
- g. Medical procedures for evacuation of BFCs.
- h. Personnel hygiene and field sanitation.

### **TF-9**

#### **Reports From TF Units**

- a. Intelligence Reports.
- b. Operational Status Reports.
- c. TF Personnel Report.
- d. Casualty Feeder Report
- e. Logistic Status Reports.

**KEY OUTPUTS****TF-1****Five Paragraph Order**

- a. Commanders Intent-TF/Bde/Div.
- b. Written concept of operation.
- c. Designation of main effort.
- d. Scheme of Maneuver.
- e. Task organization.
- f. Frequency hopping.
- g. Frequencies, primary and alternate.
- h. Call signs.
- i. Designation of routes, axis, areas, sectors, or battle positions.
- j. Positioning of engineers, air defense, mortars and scouts within formations and areas/positions.
- k. Designation of order of march.
- l. Designation of formations.
- m. Counter-Reconnaissance Plan.
- n. Follow-on mission for TF Counter-Reconnaissance force.
- o. Battle handover.
- p. Identification of support, breach, and assault forces.
- q. Requirements for gap/river/obstacle crossing.
- r. Command and control of breach site and forces.
- s. Engineer equipment linkup with maneuver units.
- t. Priority for obstacles.
- u. Purpose of obstacles.
- v. FASCAM employment and employment criteria.
- w. CCIR.
- x. Requirements and control measures for passage of lines.
- y. TAC, TOC, Alt TOC locations.
- z. OPSEC, deception, radio listing silence requirements.
- aa. Directed local security measures.
- bb. TF Commander's guidance and intent for fire support.
- cc. Fire support plan from Paragraph 3 (Execution) of OPORD.
- dd. Requirements and control measures for airspace management.
- ee. Ground and air maneuver restrictions.
- ff. Rules of engagement and acceptable level of risk.

**TF-1a****Operations Overlay**

- a. Maneuver scheme.
- b. Maneuver control measures.
- c. Mission.
- d. Major fire support coordination measures.

**TF-1b****Decision Support Template**

Note: The DST graphically represents the projected situation and identifies where a decision must be made to initiate a specific activity or event. When used alone or combined with the synchronization matrix it becomes a useful tool during the execution of the battle.

- a. Enemy events, activities, and targets.
- b. Friendly events, activities, scheme of maneuver, and control measures (from synchronization matrix and OP overlay).

- c. Commanders critical information requirements (CCIR).
- d. Time estimates to implement decisions which lead to critical decision requirements.
- e. Reflects: named areas of interest (NAI), time-phased lines (TPL), decision points (DP), Targeted Areas of Interest (TAI) and triggers (event to cause action).

**TF-1c                      Synchronization matrix**

- a. Decisions at each TPL.
- b. Enemy actions and activities.
- c. Friendly dispositions and actions.

**TF-2                      Intelligence Annex**

- a. Situation template.
- b. Terrain analysis.
- c. Weather analysis.
- d. Priority Intel Requirements (PIR), Intel Requirements(IR).
- e. Recon and surveillance plan (Note: At TF level the R&S plan is usually the collection plan.).
- f. Bridge classification guidance.
- g. Assets tasked by TF S3 to participate in R&S plan.
- h. Named areas of interest.
- i. Intelligence acquisition tasks (missions) for all assets involved in R&S plan.
- j. Commander's Critical Information Requirements (CCIR).
- k. Intelligence information acquired from higher and adjacent units.
- l. Captured documents and EPW information.
- m. Unmanned Air Vehicle areas of operation.

**TF-3                      Engineer Annex**

- a. Execution Matrix for obstacle breach.
- b. Prioritization of obstacles.
- c. Brigade directed obstacles.
- d. FASCAM targets and employment authority .
- e. Obstacle location.
- f. Responsibility for emplacing obstacles .
- g. Responsibility for emplaced obstacles.
- h. Resources required.
- i. Engineer linkup points with maneuver units.
- j. Mobility, countermobility, and survivability analysis.
- k. Plan for mobility operations.
- l. Execution matrix for directed obstacles.
- m. Mobility resources and availability of equipment.
- n. Identification and distribution of organic breaching equipment (plows, rollers, etc.).
- o. Analysis of threat countermobility assets and capabilities.
- p. Plan for breaching operations.
- q. Engineer execution matrix includes all critical information.
  - 1) Obstacle location.
  - 2) Prioritization of obstacles.
  - 3) Responsible individual/organization.

- 4) Resources required.
- r. Priorities for fighting and protective position construction.
- s. Plan for survivability operations.

**TF-4****Admin/Logistics Annex**

- a. Location and arrangement of combat and field trains; UMCP, LRP's and other maintenance nodes/capabilities.
- b. CSS overlay with critical information about MSR's, location and projected locations of supply points, CASEVAC plan, maintenance collection points, logistic release points (LPR) and decontamination points. CSS Overlay of BSA.
- c. CSR.
- d. Supply, maintenance and evacuation plans and priorities.
- e. Status of requested Classes of Supply.
- f. Evacuation plan for personnel and equipment.
- g. Refuel, resupply, maintenance, and recovery support for movement.
- h. Emergency resupply.
- i. Responsibility and procedures for barrier and obstacle material delivery clear.
- j. Priority for allocation of Classes of supply.
- k. Allocation of Barrier and obstacle materiel.
- l. Identification of Class IIZ and VIIZ (chemical supplies and equipment) requirements and priorities.
- m. Logistic priorities by unit.
- n. Requisition, acquisition, storage, and distribution of supplies.
- o. Type of transportation support available and allocated.
- p. Availability and priority of air assets for resupply missions.
- q. The quantities of material, supplies and equipment to be transported.
- r. LOGPAC organization.
- s. LOGPAC schedule.
- t. Cache sites.
- u. Mobile pre-positioning locations/routes.
- v. LZ/PZ/DZ, airfield locations.
- w. Class I Preparation and Transportation Plan.
  - 1) Feeding plan.
  - 2) Field feeding ration mix.
  - 3) Commander's instructions.
  - 4) Transportation schedule.
- x. Personnel Service Support Plan.
  - 1) Personnel reporting requirements (per SOP).
  - 2) Stress management measures.
  - 3) Sleep and rest plan guidance.
  - 4) Chaplaincy activities.
  - 5) Location of mortuary activities (GRREG Site).
- y. Maintenance Plan.
  - 1) Identification of Critical Class IX and high demand PLL items .
  - 2) Maintenance time guidelines and priorities.
  - 3) Work priorities to repair critical weapon systems.
  - 4) CL IX supply priorities.
  - 5) Location of UMCP and other maintenance nodes.
  - 6) Priorities by unit, weapons system, equipment, Class IX items, PLL items, transportation, location .
  - 7) Controlled substitution/cannibalization guidance and procedures.
  - 8) BMO/BMT of cross-attached units requirements for tools, TMDE, and PLL.

- 9) Procedures to update TF commander on critical CSS problems.
  - 10) Status and locations of CSS assets; ability of CSS assets to conduct operations.
  - 11) Establish and monitor ASL and PLL levels.
  - 12) Designate MST support for:
    - a) Assistance with BDAR.
    - b) Movement forward to assist CMTs.
    - c) Additional recovery assets available.
    - d) Additional technical assistance available.
  - 13) Monitoring and reporting status of CL IX requisitions at FSB.
  - 14) Monitoring and reporting availability of major assemblies at FSB.
- z. Medical Plan
- 1) Location of Battalion Aid Station (BAS).
  - 2) Location of Ambulance Exchange Points (AXP).
  - 3) Plan for reinforcement/reconstitution of medical modules.
  - 4) Plan for EPW casualties.
  - 5) Mass casualty plan.
  - 6) Casualty evacuation plan.
  - 7) Treatment plan.

**TF-5**

**Fire Support Annex**

- a. TF Commanders Intent for fire support
- b. Target list.
- c. Fire support execution matrix.
- d. Schedule of fires.
- e. High pay off targets.
- f. Priority of fires.
- g. Fire support coordination measures and restrictions.
- h. Priority of targets to be attacked.
- i. Availability of fires for movement.
- j. FASCAM targets.
- k. Fire plan/matrix and planned displacement.
- l. Artillery task organization.
- m. Attack Guidance.
- n. Target Solution Criteria.
- o. Quick Fire plan.
- p. Clearance of fires plan.
- q. Positioning plan for COLT, FIST-V, and FOs.
- r. Availability and allocation of smoke fires.
- s. Allocation, priorities, control measures, and synchronization for FA, CAS, mortars, and ECM measures at the breach site for suppression and obscuration.
- t. Mortar Platoon task organization.
- u. Suppression of enemy air defense (SEAD) capabilities, priorities, and requirements.
- v. Type of SEAD available.
- w. Locations of restrictive fire support coordinating measures (such as RFL, FSCL, no-fire areas, etc.).
- x. Airspace Coordination Areas (ACAs).
- y. Location of indirect fire assets, such as artillery guns, Multiple Launched Rocket Systems, and mortars.
- z. Gun-target lines.
- aa. Movement sequence, to include timing and new locations.
- bb. Planned targets, target types, and sequence of engagement.
- cc. Maximum ballistic altitudes.

- dd. Target identification procedures.
- ee. Laser target designator assets.

**TF-6                      Modified/Refined Fires Support Plan**

- a. Updated TF Fire Support Plan.
- b. Updated DST.
- c. Updated FASCAM plan.
- d. FO/FIST/COLT positioning plan updated.
- e. Subordinate unit target lists refinements.
- f. Subordinate unit direct fire plans.
- g. Completed obstacle locations.
- h. Updated Smoke and illumination requirements.
- i. Unmanned Air Vehicle areas of operation.
- j. Updated Target List.
- k. Updated Fire Support Execution Matrix.
- l. Revised schedule of fires.
- m. Revised Fire support coordination measures.

**TF - 7                      Air Defense Artillery Annex**

- a. Air defense assets.
- b. Air defense priorities.
- c. Responsibility for support of air defense assets in TF AO.
- d. Positioning of air defense systems within formations and areas/positions.
- e. ADA activation procedures and early warning net.
- f. ADA restrictive operation areas (ROAs) and weapons free zones.

## TASK LIST SUMMARY FOR CCF 18

1. **Direct and Lead Task Force During Planning for the Battle** (ARTEP 71-2-MTP, Task 7-1-3001, 3002, 3028-3, 3030, 3031, 3032, 3033, 3034, 3037, 3406, 3903, 3904, 3904-6, 3905-2,4, 3906, 3907, 3909, 3910, 3911, 3912, 3913, 3914, 3929)
2. **Receive Order From Higher Headquarters** (FM 101-5; FM 71-123)
3. **Conduct Mission Analysis** (ARTEP 71-2-MTP, Task 7-1-3901/2, 3904/3; FM 101-5, Chap 4; FM 71-2, Chap 2; FM 71-123, Chap 1)
4. **Issue the Warning Order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3902/2, 3904/2; FM 101-5, Chap 4; FM 71-2, Chap 2; FM 71-123, Chap 1)
5. **Commander Issues Guidance** (FM 101-5, Chap 4)
6. **Prepare Staff Estimates** (ARTEP 71-2-MTP, Task 7-1-3901/3, 3902, 3904, 3906/1 3908; ARTEP 6-115-20-MTP, Task 06-3-02-1300; ARTEP 5-145-MTP, Task 05-1-0002; FM 101-5, Chap. 4; FM 8-55, Chap 2; FM 8-10-5, App. F)
7. **Staff Develops Course of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4; FM 101-5, Chap 4; FM 71-123)
8. **Staff/CDR Analyze Course of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4; FM 101-5, Chap 4; CGSC ST 101-5)
9. **Staff Compares Courses of Action** (FM 101-5, Chap 4)
10. **Commander Announces Decision** (FM 101-5, Chap 4)
11. **Staff Prepares OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/5; FM 101-5, Chap. 4, Annex H)
12. **Issue the OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/7, 3902/8, 3904/11; FM 101-5, Chap 4; FM 71-2, App B; FM 71-123, Chap 1)
13. **Refine the OPORD/FRAGO Plan** (ARTEP 71-2-MTP, Task 7-1-3901/8; FM 101-5, Chap 4)

## PLAN FOR COMBAT OPERATIONS TASK LIST

1. **Direct and Lead Task Force During Planning for the Battle** (ARTEP 71-2-MTP, Task 7-1-3001, 3002, 3028-3, 3030, 3031, 3032, 3033, 3034, 3037, 3406, 3903, 3904, 3904-6, 3905-2,4, 3906, 3907, 3909, 3910, 3911, 3912, 3913, 3914, 3929) <sup>3436</sup>

NOTE: This task recognizes the requirement for the TF Commander and staff to perform actions concurrently with the development of the TF OPORD. These actions are associated with:

- Activities required in and around the TF command posts that are conducted by the TF Commander and staff for the continuity of operations of the TF Commander and staff.
- Activities required to direct and lead the subordinate elements as those elements perform tasks that are occurring during the planning for the battle (this infers a new order and mission).
- a. Direct and monitor TF reconnaissance.
  - 1) See CCF 2, Tasks 1-4.
- b. Conduct necessary TF CPs/C<sup>2</sup> tactical movement and occupy assembly areas.
- c. Direct and lead TF tactical road march.
  - 1) See CCF 5.
- d. Maintain operations security.
  - 1) Conduct operations security activities associated with the TF CPs/C<sup>2</sup> operations during planning phase.
  - 2) Direct and monitor TF operations security during TF planning phase.
  - 3) Direct and lead TF counter reconnaissance operations during TF planning phase.
  - 4) See CCF 25, Tasks 16 and 17.
- e. Conduct command group operations.
  - 1) Locate command group where it can control the TF during the planning phase.
  - 2) CPs and command group moves, positions, and survives.
- f. Maintain communications.
  - 1) CP establish radio communications.
  - 2) CP establishes alternate communication means.

- 3) CP maintains communications.
- 4) See CCF 19, Task 5.
- g. Establish a command post.
  - 1) CP establish security to provide early warning.
  - 2) Battalion/TF CPs establish perimeter defense.
    - a) Establish immediate reaction force.
    - b) Upgrade defensive position; harden fighting positions, camouflage, overhead cover, obstacles, fields of fire, air guards.
    - c) Establish NBC defense.
  - 3) See CCF 19, Task 5.
- h. Employ fire support.
  - 1) Plan fires in support of TF CP.
  - 2) Direct and monitor fires in support of TF operations, particularly the reconnaissance and counter reconnaissance operations.
  - 3) See CCF 15.
- i. Perform mobility/survivability operations.
  - 1) Enhance the physical protection of the personnel, equipment and vehicles of the TF Commander and staff. (See CCF 24, Task 30.)
  - 2) Direct and monitor TF survivability operations. (See CCF 24, Task 28–30.)
  - 3) Direct and monitor TF mobility/counter mobility operations. (See CCF 23, Task 23–25, 27, 29–32, 34, 36.)
- j. Perform NBC operations.
  - 1) Direct and monitor TF NBC operations.
  - 2) All CPs react to a chemical attack.
  - 3) All CPs prepare for a friendly nuclear strike.
  - 4) All CPs cross a contaminated area.
  - 5) All CPs perform hasty decontamination. (See CCF 27.)
- k. CPs react to indirect fire.
- l. Perform air defense operations.
  - 1) Direct and monitor TF air defense operations.
  - 2) All CPs defend against air attack.

- 3) See CCF 16 and 17, Tasks 18–23, 29–33.
- m. Perform combat service support operations.
  - 1) Direct and monitor TF combat service support operations.
    - a) TF supply operations from the field trains (LOGPACs) and combat trains (see CCF 29).
    - b) TF periodic maintenance services (see CCF 31).
    - c) TF periodic maintenance collection point (UMCP) activities (see CCF 31).
    - d) Recovery, repair and return of NMC equipment (see CCF 31).
    - e) Preventative health activities.
    - f) Treatment, evacuation and reporting of all casualties (see CCF 33).
    - g) TF aid station medical activities (see CCF 33).
    - h) Protect supplies from NBC contamination (see CCF 29, Task 29).
    - i) TF EPW processing.
    - j) TF graves registration services (see CCF 33).
    - k) Personnel services (see CCF 30).
    - l) Combat trains CP operation (see CCF 29, 30).
    - m) Field trains CP operation (see CCF 29, 30).
    - n) Personnel Administration Center (PAC) operations (see CCF 30).
  - 2) The TF CPs conduct combat service support operations.
    - a) Treat, evacuate and report casualties (see CCF 33).
    - b) Perform maintenance on TF CP vehicles, equipment (see CCF 31).
    - c) Resupply the TF CPs (see CCF 29).

2. **Receive Order From Higher Headquarters** (FM 101-5; FM 71-123)

NOTE: When using the abbreviated decision-making procedure, consider emphasizing the following:

- Provide the TF Commander and command group the higher headquarters order as soon as possible.
- Break out and reproduce the relevant portions of the higher headquarters order and provide to the TF staff. This will entail distributing more than just the appropriate annexes to the staff, i.e., Intelligence annex to the S2; the S2 (and all staff mem-

bers) need other portions of the Bde. OPORD during the subsequent steps of the decision-making procedures.

- Provide subordinates as much information as quickly as possible so that they can begin parallel planning.
- Develop and use a TF SOP for a situation update which identifies the critical information the staff must provide the commander prior to mission analysis.
- a. The TF Commander and XO/S3 determine who will attend the brigade order; the TF Commander and designated personnel (e.g., S3, TF FSO) attend the brigade orders brief.
- b. If higher headquarters warning order is received first, the Brigade XO or "Battalion Captain" inform commander of content of WO and:
  - 1) Staff begins to gather facts, make assumptions.
  - 2) Staff begins to gather and organize information in preparation for the staff estimate process.
  - 3) Initiate intelligence preparation of the battlefield (IPB).
- c. The TF Commander and XO determine process to brief/inform entire battle staff on the content of higher order in fastest time.
- d. The TF Commander determines which planning procedure the CDR/staff will use for OPORD development.
- e. CDR and staff clarify issues with their counterparts at brigade.
- f. Issue initial warning order (several warning orders should be issued).
- g. Conduct leader/staff reconnaissance (commanders and staff familiarize themselves with terrain).
- h. Develop planning and preparation timeline for staff.
- i. Develop operational time line.

3. **Conduct Mission Analysis** (ARTEP 71-2-MTP, 7-1-3901/2, 3904/3; FM 101-5, Chap 4; FM 71-2, Chap 2; FM 71-123, Chap 1)

NOTE: When using the abbreviated decision-making procedure, consider emphasizing the following:

- Based on information available, mission analysis is performed by the Commander and staff as rapidly as possible.
- If commander and command group are forward in the battle, the TF XO or Battle Captain provides situation updates and mission analysis to the TF Commander.
- a. TF commander and staff conduct situation update just prior to mission analysis.

- b. Derive higher (next higher and two echelon's up) commanders intent, mission purpose and end state.
- c. Determine enemy situation and center of gravity.
- d. Determine available friendly troops and resources.
- e. Determine limitations/constraints on freedom of action.
- f. Identify specified, implied and essential tasks.
- g. Restate the mission: who, what, where, when, why.
- h. Finalize planning and preparation timeline.
- i. Determine higher headquarters deception plan.
- j. Analyze acceptable level of risk.
- k. TF XO reviews mission analysis.
- l. Conduct leaders/staff recon. (Leaders and staff must familiarize themselves with terrain in AO as early in the planning process as possible.)
- m. TF R&S elements are deployed as early as possible to provide intelligence required to support TF planning. (See CCF 2.)

4. **Issue the Warning Order** (ARTEP 71-2-MTP, Task 7-1-3901/1, 3902/2, 3904/2; FM 101-5, Chap 4; FM 71-2, Chap 2; FM 71-123, Chap 1)

NOTE: The sub-tasks listed below are valid when performing the abbreviated decision-making procedure. Key is to provide frequent information updates to the TF subordinates on a continuing basis. The staff, under the supervision of the XO, develops the second WO which includes, at a minimum:

- a. Task organization changes directed by higher.
- b. Enemy situation.
- c. Own mission.
- d. No earlier than move time.
- e. Initial NAI's for force security and R&S.
- f. Time and place to meet for leaders reconnaissance.
- g. Time and place to meet for TF OPORD brief.
- h. Time line for operation (start and end times).
- i. See CCF 1, Conduct Intelligence Planning; CCF 4, Disseminate Intelligence.

5. **Commander Issues Guidance** (FM 101-5, Chap. 4)

NOTE: When using the abbreviated decision-making procedures, consider emphasizing the following:

- a. TF XO and TF staff brief commander on mission analysis; gain approval of time line for operations and restated mission; receive planning guidance.
- b. The commander's guidance must focus the staff so that they may quickly develop planning options or perform the tasks necessary to support the commander.
- c. Focus planning guidance on these nine elements:
  - 1) Enemy courses of action.
  - 2) Restated mission.
  - 3) Commander's intent.
  - 4) The concept of operation, using the elements of the battlefield framework (area of operations, battle space and organizing the battlefield).
  - 5) The deception objective.
  - 6) Priorities.
  - 7) The time plan.
  - 8) The type of order to issue.
  - 9) The type of rehearsal to conduct.
- d. The TF commander can shorten planning time by giving more detailed and directive guidance.

NOTE: Develop and have in place a technique that will allow the staff to capture the commanders guidance in its entirety. Additionally, at the end of the issuance of guidance there must be a backbrief to ensure complete understanding.

- e. The Commander's guidance to the staff should include the following elements:
  - 1) Commander's intent.
  - 2) Restated mission.
  - 3) Time line for operations.
  - 4) Concept of operation (use sketch to display).
    - a) Decisive point against enemy's center of gravity.
    - b) Main effort.
    - c) Security operations.
    - d) Reconnaissance operations.
  - 5) Scheme of maneuver.
    - a) Outlines movement of the force.

- b) Passage of lines.
  - c) Objectives or areas to be retained.
  - d) Assigns responsibilities for zones, sectors or areas.
  - e) Prescribes formations or dispositions when appropriate.
  - f) Identifies maneuver options.
  - g) Concept for fires.
  - h) Provides for combat and combat service support .
  - i) Risk guidance.
  - j) Preliminary reserve composition.
  - k) Phasing of battle of appropriate.
- 6) Enemy courses of action (situation template).
  - 7) Course of Action development guidance.
    - a) A specific COA the CDR wants developed.
    - b) Any parameters for COA development.
  - 8) Criteria for comparison of courses of action.
  - 9) Deception objective.
  - 10) Type of order to issue.
  - 11) Type of rehearsal to conduct at TF level; rehearsals to be accomplished by subordinates.
  - 12) Sustainment guidance/priorities.
  - 13) Guidance on combat support.
  - 14) Guidance to promote safety and reduce/attenuate stress.
  - 15) Guidance to reduce fratricide.
  - 16) Critical information requirements.
  - 17) Approve PIR.
  - 18) Provide guidance on casualty evacuation.
  - 19) Priorities.
  - 20) TF R&S elements receive commander approved CCIR and PIR to assist in focusing intelligence collection efforts.
  - 21) See CCF 2.
6. **Prepare Staff Estimates** (ARTEP 71-2-MTP, Task 7-1-3901/3, 3902, 3904, 3906/1 3908; ARTEP 6-115-20-MTP, Task 06-3-02-1300; ARTEP 5-145-MTP, Task 05-1-0002; FM 101-5, Chap. 4; FM 8-55, Chap 2; FM 8-10-5, App. F)

NOTE: The sub-tasks listed below outline the actions and information that must result from a sound, effective staff estimate when employing the abbreviated decision-making procedure. Key is for the staff, guided by the TF XO, to maintain updated and forward oriented (time) charts and information at their work stations on a continuing basis. This will allow rapid estimates to be developed. Present estimates orally. Critical to the

preparation of the staff estimates is the availability of current, relevant information. As the staff prepares their estimates each must have access to the higher headquarters OPOD, an understanding of the TF Commander's guidance, critical enemy intelligence and reports from subordinate elements of the TF reflecting their current status. This will require the necessary portions of the higher headquarters order to be disseminated to the TF staff during Task 2 above.

a. Each staff member prepares a staff estimate of his own area of responsibility that:

- 1) Analyzes how factors influence mission accomplishment.
- 2) Are developed through consultation with other staff officers to receive critical, relevant and accurate information.
- 3) Can be presented in writing or orally.

b. The TF staff prepares:

- 1) Intelligence estimate (S2).

Note: Analyzes the enemy situation within the area of interest and the characteristics (weather and terrain) of the area of operations in terms of how they can effect the mission. The S2 presents conclusions and makes recommendations concerning the effect of the AO on:

- a) Friendly and enemy fires.
- b) Probable enemy COA.
- c) Enemy vulnerabilities the TF can exploit.
- d) The feasibility of various friendly COA (once developed).
- e) Status of intelligence collection assets.

- 2) Operations (Commander's) estimate (S3).

NOTE: Analyzes all of the factors which could affect the mission to determine all reasonable COA and their effect on friendly forces. The operations and commander's estimate use the same format and generally have the same content. The staff operations estimate culminates in a recommendation.

- a) Time available.
- b) Current status of TF units.

- (1) Task organization.
- (2) Combat strength.

- (a) Crews, squads/platoons.
- (b) Vehicles.
- (c) Weapons systems.
- (d) Class III and V status.

- (3) Location and activities.

- c) S3 assessment of TF capability to conduct operations.
- d) Missions and commander's intent of brigade and division and adjacent units.

- 3) Fire support estimate (FSO).
  - a) Current FS unit status.
    - (1) Available DS, GS, GSR units.
    - (2) TF mortars.
    - (3) Operational tubes, cannons and FIST-Vs.
    - (4) FS unit manning (operational capability).
    - (5) Location and status/activities.
  - b) Availability of projectiles and fuzes.
  - c) FSO assessment of FS capabilities in terms of strengths and weaknesses.
- 4) Air defense estimate (AD LNO).
  - a) Current air defense artillery unit status.
    - (1) Available units.
    - (2) Operational launchers and guns.
    - (3) Unit manning (operational capability).
    - (4) Location and activities.
  - b) Current status of AD munitions.
  - c) ADO assessment of air defense capabilities.
  - d) Air defense weapons control status.
  - e) Early warning systems status.
- 5) Engineer estimate (Engineer officer).
  - a) Current engineer unit status.
    - (1) Units and equipment available.
    - (2) Manning (operational capability).
    - (3) Location and activities.
  - b) Status of engineer class V.
    - (1) Bangalore torpedoes.
    - (2) MCLIC.
    - (3) GEMs.
    - (4) AT and AP mines.
    - (5) Detonation cord.
    - (6) Crater charges.
    - (7) Fuzes.
    - (8) Wire and pickets.
    - (9) Explosives (C4 etc.).
  - c) TF engineer assessment of capability to support the TF.
    - (1) Analysis of survivability capabilities, resources, and availability of earth moving equipment.

- (2) Analysis of threat mobility/counter mobility assets and capabilities.
- 6) NBC estimate (CMLO).
  - a) Available TF NBC defense capabilities.
    - (1) Available chemical unit support.
      - (a) Smoke platoon.
      - (b) Decontamination units/sites.
      - (c) NBC reconnaissance vehicles.
    - (2) Status of NBC personnel.
    - (3) On hand NBC defense equipment.
    - (4) Current status of NBC Class V.
      - (a) Fog oil.
      - (b) Smoke pots.
      - (c) Incendiaries.
  - b) CMLO assessment of NBC defense capabilities.
- 7) Logistic estimate (S1/S4).
  - a) Current maintenance status.
    - (1) DA Form 2406 report (MAINSTAT).
    - (2) Repair parts (Class IX).
    - (3) Maintenance asset locations and activities (UMCP, field trains).
    - (4) Key maintenance personnel status.
    - (5) Available DS and GS support.
    - (6) BMO's assessment of capabilities in terms of strengths and weaknesses.
  - b) Current logistics status.
    - (1) Class I, II, III, IV, V and VII (LOGSTAT).
    - (2) Logistics asset locations and activities (combat trains, LOGPACs, field trains).
    - (3) Key logistics personnel status.
    - (4) Available DS and GS support.
    - (5) S4's assessment of capabilities in terms of strengths and weaknesses.
  - c) Current medical support status.
    - (1) Medical treatment locations and activities (BAS and field trains).

- (2) Class VIII status.
- (3) Key medical personnel status.
- (4) Available DS and GS support.
- (5) Medical platoon leader's assessment of capabilities in terms of strengths and weaknesses.
- (6) Develop casualty estimate.
- d) Current personnel services status.
  - (1) Personnel strength (PERSTAT).
  - (2) Key personnel status.
  - (3) Replacement projections.
  - (4) Personnel service asset locations and activities.
    - (a) Mail.
    - (b) Finance.
    - (c) PAC.
    - (d) PX and Commissary.
    - (e) Chaplain.
    - (f) Recreation services.
    - (g) Mortuary affairs.
- e) S1/S4 assessment of capability to support TF.
- 8) Command, control and communications estimate.
  - a) Current communications status.
    - (1) Secure and nonsecure radio communications.
    - (2) Retransmission capability.
    - (3) Land line.
    - (4) SATCOM.
    - (5) Communications with higher and adjacent units.
    - (6) CESO assessment of capability to support TF.
  - b) Current command/control elements.
    - (1) Location and activities.
      - (a) Brigade TOC/TAC.
      - (b) TF TOC.
      - (c) CTCP.
      - (d) FTCP.
      - (e) Adjacent unit CPs.
    - (2) TF XO/S3 assessment of capability to support TF operation.
- 7. **Staff Develops Course of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4; FM 101-5 Chap. 4; FM 71-123)

NOTE: When using the abbreviated decision-making procedures consider the following:

- In a time constrained environment the commander can limit the number of COAs to be considered, give the staff a specific COA or more specific guidance on how to develop COA.
- The commander can remain with the staff and develop the COA(s) as a commander/staff team.
- The commander can develop the COA(s) himself.
- The criteria outlined below for the development of the COA must be adhered to.
- a. A complete COA consists of:
  - What: Type of action.
  - When: Time the action begins.
  - Where: Location of sector or zone.
  - How: Method of employment (tactics).
  - Why: Commander's intent.
- b. COA are developed using a set procedure: A doctrinally sound recommended procedure includes the following steps:
  - 1) Analyze relative combat power.
  - 2) Array initial forces (at TF level this means generic platoon sized elements).
  - 3) Develop the scheme of maneuver.
  - 4) Determine essential tasks that will permit TF to counter enemy strengths and exploit weakness.
  - 5) Determine command and control and maneuver control measures.
  - 6) Develop a course of action statement and sketch for each COA.
- c. At least two COA are developed unless time or the commander's guidance dictate only one.
- d. Develop an enemy situation template for each enemy COA to be wargamed.
- e. COA must be:
  - 1) Complete.
  - 2) Consistent with doctrine.
  - 3) Comply with commander's guidance.
  - 4) Feasible.
  - 5) Unique.
- f. Staff works together to develop COA.
- g. Commander analyzes risks based on COA selected.

8. **Staff/CDR Analyze Course of Action** (ARTEP 71-2-MTP, Task 7-1-3901/4; FM 101-5, Chap 4; CGSC ST 101-5)

NOTE: The following adjustments are recommended for the conduct of COA wargaming when using the abbreviated decision-making procedure.

- Perform all the steps of the wargaming. Adhere to all the required principles.

- Given the tactical situation, have as many of the staff present with the commander as possible when wargaming (make accommodations in the wargame process to consider all staff areas).
- Because of the preeminence of this task, allow as much time as possible for the wargaming.
- Commander should be present and involved in this task.
- Select a wargaming method that might be less time consuming (box method focused on critical points).
- a. The Commander, Executive Officer or S-3, presides over the war gaming of each selected course of action considering the following:
  - 1) War game each COA against enemy.
  - 2) Entire Staff is present.
  - 3) Staff must have current estimate for their area of responsibility.
  - 4) Staff must have planning factor tools to enable them to compute resources consumed during the war game.
  - 5) War game must address combat ratios of friendly and enemy forces throughout the battle.
  - 6) War game notes must be maintained for use in developing the OPOD (a synchronization matrix best captures this).
  - 7) List advantages and disadvantages as they become obvious.
  - 8) Staff must actively participate in war game.
  - 9) Remain unbiased.
  - 10) The CDR and staff must have a procedure that they have trained on which is used to war game.
  - 11) Avoid drawing premature conclusions.
  - 12) Avoid comparing one COA with another.
  - 13) Continually assess feasibility and stop analysis if COA becomes infeasible.
- b. War gaming sequence.
  - 1) Gather the tools.
  - 2) List all friendly forces.
  - 3) List the assumptions.
  - 4) List known critical events and decision points.
  - 5) Select the war gaming method.
  - 6) Select a technique to record and display war game results.
  - 7) War game the battle and assess the results.

- c. During the war game the following is determined for each COA:
  - 1) Engineer effort integrated with maneuver and prioritized.
  - 2) Critical classes of supply.
  - 3) Casualty estimates.
  - 4) Medical evacuation support.
  - 5) EPW evacuation and support.
  - 6) Maintenance support requirements and priorities.
  - 7) Supply priorities.
  - 8) Transportation requirements and priorities.
  - 9) Air defense support and priorities.
  - 10) Fire Support massing integration with maneuver and priorities.
  - 11) Communication requirements and priorities.
  - 12) Task organization.
  - 13) Scheme of maneuver (e.g., critical event, priority efforts).
  - 14) Control measures.
  - 15) Command relationships.
  - 16) Required coordination with adjacent units.
  - 17) Limited visibility considerations.
  - 18) Counter-reconnaissance and reconnaissance.
  - 19) Positioning of available combat power terrain assignment to TF elements.
  - 20) Named areas of interest, targeted areas of interest, decision lines/points.
  - 21) NBC operations.
  - 22) Designate engagement areas.
  - 23) Priority intelligence requirements.
  - 24) FASCAM employment.
  - 25) Command and control positioning.
  - 26) Passage of lines.
  - 27) Battle phasing (if appropriate).
  - 28) Critical events and priority effort.
  - 29) Identification of tasks for TF elements.
  - 30) Identification of requirements for additional engineer support, if necessary to support the plan.
  
- d. By-products of the war game include:
  - 1) Overlay depicting combat power application.
  - 2) Event template.
  - 3) Initial decision support template.
  - 4) Tentative decision points.
  - 5) Branches and sequels to plan.
  - 6) Commanders CCIR.
  - 7) Operational risk assessment.
  - 8) Possible fratricide locations/situations.
  - 9) Synchronization matrix.
  - 10) Additional assets required; appropriate requests by TF staff.
  - 11) Information staff requires to prepare their portion of the OPORD (if that information hasn't come out of the war gaming or is unclear, the responsible staff officer must aggressively pursue needed information).

9. **Staff Compares Courses of Action** (FM 101-5, Chap. 4)

NOTE: When using the abbreviated decision-making procedures consider the following:

- The TF commander should be present and involved in this task.

- Prepare and have available generic (blank) COA decision/comparison matrices to save time.
- Reduce the number of comparison criteria.

The staff, under the supervision of the XO or S-3:

- a. Consider commanders previous guidance on comparison criteria.
- b. Build a decision matrix using criteria and weighting selected.
- c. Select COA for recommendation to commander.
- d. Brief COA's to commander.

10. **Commander Announces Decision** (FM 101-5, Chap. 4)

NOTE: The precision, completeness and clarity with which the commander's decision is announced, documented and understood is not different between the deliberate decision-making procedures explained above and for the abbreviated DMP. If the commander has participated in the DMP to this point, a formally announced decision may not be necessary.

- a. Commander ensures complete understanding of COA's.
- b. In deciding on a COA the commander considers:
  - 1) His experience.
  - 2) His trust and confidence in the command.
  - 3) His estimate of the situation.
  - 4) The COA inherent flexibility.
  - 5) The deception objective.
  - 6) Risk acceptance.
  - 7) Intent and end state of Brigade and Division Commander.
- c. Commander selects/decides on the COA w/modification if necessary.
- d. Commander specifies command and support relationships.
- e. Commanders Intent and desired end state is written by commander.
- f. Conduct commander and staff reconnaissance to confirm selected COA and make necessary modifications.

11. **Staff Prepares OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/5; FM 101-5, Chap. 4, Annex H)

NOTE: When using the abbreviated decision-making procedures consider the following:

- Use pre-formatted orders formats and use graphic (overlay/order) products to reduce OPORD/FRAGO preparation time.
- a. The Commander or staff develop and:
  - 1) Issue third warning order that may include information which:

- a) Initiate R&S operations (i.e., scout platoon).
- b) Outlines the next operation.
- c) Updates other critical information.
- d) Addresses special requirements to particular units.
- e) Outline commander's CCIR.
- f) Provides task organization changes and effective time.
- g) Updates enemy situation(SIT TEMPLATE).
- h) Initiates movement.
- i) Provides named areas of interest for immediate focus.
- j) Updates timeline.
- k) Provides concept of operation.
- l) Specified tasks to units.

2) The commander may issue verbal OPORD.

- a) Done concurrent with staff preparing hardcopy OPORD/FRAGO.
- b) On-the-ground with subordinate commanders.
- c) Staff provides minimal products to facilitate oral order.

- b. The staff, under the supervision of the XO/S-3, converts the war gaming notes (often the synchronization matrix is the form used to record war gaming notes) and commander's guidance into a written Order (OPORD or FRAGO).

NOTE: The production of the order requires specific tasks/responsibilities be assigned and "drills" be developed to train the staff in rapid and accurate OPORD development.

1) The staff writes the OPORD which includes at minimum these hard copy products:

- a) Five paragraph order.
- b) Current enemy situation template.
- c) Operation overlay with written scheme of maneuver.
- d) Fire support overlay and target list.
- e) Combat service support overlay with CSS execution matrix (log annex).
- f) Engineer overlay.
- g) Decision support templates.
- h) Synchronization matrix. (Refined from the worksheet used to record wargaming notes).
- i) Appropriate annexes.

2) The FRAGO will be developed with the following minimal information and using a format similar to that shown below:

- a) Change from oral orders, if any.
- b) Issuing Headquarters.
- c) Place of issue.
- d) Date-time group of signature.
- e) Message reference.
- f) References.
- g) Format.

(1) Situation.

- (a) Enemy forces.
- (b) Friendly forces.
- (c) Attachments and detachments.

- (2) Mission.
- (3) Execution intent:
  - (a) Concept of operation.
  - (b) Tasks to maneuver units.
  - (c) Tasks to combat support units.
  - (d) Coordinating instructions.
- (4) Service support.
- (5) Command and signal.
- h) Classification.
- i) Annexes, if any.
- j) Distribution.
- 3) The OPORD must:
  - a) Ensure maximum freedom of action for subordinate commanders.
  - b) Make maximum use of overlays or graphics.
  - c) Use most permissive graphics possible.
  - d) Not be unnecessarily redundant.
  - e) Be concise and include needed information.
  - f) Include specific friendly information requirements.
  - g) Focus on retaining or gaining the initiative.
  - h) State and support higher commander's intent.
  - i) Reflect synchronization planning.
  - j) Establish command and support for supporting units.
  - k) Contains task organization, mission, concept and intent for maneuver, supporting fires and obstacles, tasks for subordinate units, fire support and CSS instructions, and coordinating instructions.
- c. The XO/S3 is responsible to organize the effort, employing the necessary staff, to organize the elements of the order into the final product.
  - 1) Collating all staff work into order format.
  - 2) Checking for legibility and accuracy.
  - 3) Cross checking graphics with written portion of order.
  - 4) Reproducing OPORD in sufficient copies for TF.
- d. The commander must approve the OPORD/FRAGO.
- e. Coordinate plan with adjacent units.
  - 1) Brief and employ liaison officers.
  - 2) Adjust plan based on coordination.
- f. See CCF 1, Conduct Intelligence Planning; CCF 4, Disseminate Intelligence.
- 12. **Issue the OPORD/FRAGO** (ARTEP 71-2-MTP, Task 7-1-3901/7, 3902/8, 3904/11; FM 101-5, Chap. 4; FM 71-2, App B; FM 71-123, Chap 1)

NOTE: When using the abbreviated decision-making procedures consider the following:

- Provide the commander and/or key staff officer with minimal necessary hard copy products and issue the order to the subordinates on-the-ground forward in the battle area.
  - a. Commander personally issues, if possible, with all key individuals present. The commander controls and is in charge of the briefing.
  - b. A briefing sequence is determined and followed.
  - c. Issue OPORD/FRAGO overlooking area of operations if possible and at a location that reduces travel time and enhances OPSEC.
  - d. Use sketch charts and graphic aids to the extent possible.
  - e. Staff and subordinate commanders must be alert and attentive during briefing.
  - f. Conduct a briefback after the OPORD/FRAGO is given.
    - 1) Subordinates repeat back to the commander what he wants them to do and why.
    - 2) All know critical tasks, specified and implied missions and own restated mission.
  - g. Commander must ensure the OPORD/FRAGO is understood by all.
    - 1) Mission.
    - 2) Commander's intent.
    - 3) Concept of operation.
    - 4) Role of all subordinates and timing to complete tasks.
  - h. OPORD/FRAGO is issued in about 1/3 time available for planning.
  - i. All key commanders/leaders receive copy of OPORD with overlay, execution matrix and enemy situation template.
  - j. After OPORD backbrief, subordinate leaders and staff conduct necessary coordination before leaving orders site.
  - k. Provide timing of and guidance for subsequent backbriefs and rehearsals.
  - l. Initiate task organization.
13. **Refine the Plan** (ARTEP 71-2-MTP, Task 7-1-3901/8; FM 101-5, Chap. 4)

NOTE: When using the abbreviated decision-making procedures the requirement to pull the plan together and continue to refine it because of the need to ensure all key participants got the order and understand it is even more critical.

- a. Based on subsequent rehearsals, information and other battlefield activities, refine and improve the plan.

## CCF 18 — Plan for Combat Operations

- b. Be cognizant of impact of improvement of plan on preparation activities. An 85% plan, well prepared and rehearsed will probably be better than a 100% solution derived too late.
- c. Disseminate plan refinements/changes to higher, adjacent, supporting and subordinate units.
- d. See CCF 4; all other CCF.

**CALL LESSONS LEARNED RELEVANT TO CCF 18  
(EXTRACTS FROM LESSONS LEARNED BULLETINS)**

**1. NTC Commanders Memorandum – Nov 85**

The IPB drives tactical planning. Decision making and IPB are part of the same whole. Although the S-2 is a key player, the IPB must be done by the commander and his whole staff.

In the OPORD, priority intelligence requirements and the decision support template need to be explained in detail so that reporting requirements are understood by all leaders and staff.

Communicating(briefing) the IPB products during the orders process helps focus TF leaders on the commanders intent.

Use of large-scale sketches to brief at OPORD brief to show enemy dispositions is an effective technique.

Fire support planning needs to be centralized and controlled at TF level, with bottom up input to refine the final plan.

The fire support plan is an articulation of how supporting fires are to be employed with the other elements of combat power to accomplish the mission The timing of maneuver and fires must be developed and then embodied in the FS Plan.

Simple looking plans without sufficient level of detail are often not simple to execute.

While warning orders, FRAGO's, and face to face coordination are essential, leaders should be provided a written OPORD or annotated overlay. The rapid distribution of OPORD's done to standard, are necessary to provide time for reconnaissance, changes in task organization, rehearsals, and all other preparation tasks.

Provide sufficient copies of the TF graphics, enemy Sit Temp, and other critical hardcopy OPORD products so that platoon level leaders don't have to hand copy. This also drives TF commanders intent to the lowest echelons.

Verbal FRAGO's must be issued to the entire orders group; a technique must be developed to keep track of who has and has not received the ORDER.

Frequent changes in Task Organization must be avoided.

**2. Lessons Learned Bulletin – Jan 86**

Comprehensive Intelligence collection plans can be developed, and need to be, early in the CDR. and staff planning process. These collection plans, developed immediately after the initial warning order, recognize all collection assets available to the force, are based on sound IPB, and are continuously updated throughout the operation.

The TF must have an aggressive and effective counter -recon plan.

Fire planning must have a cut -off time for making changes to the Fire Support Plan.

Understand, the commander must in turn provide clear priority and intended purpose for the Engr work.

All CSS participants should be involved in CSS planning to some extent or another during the entire planning process. The final OPORD must have the CSS Plan incorporated into it.

3. **Lessons Learned Bulletin – July 86**

Incorporate OPSEC and Deception into plan.

"Synchronize" obstacle and Fire Support plans.

Consider planning for the vertical dimension of the battlefield in the OPORD.

The smoke plan should integrate a variety of smoke delivery means.

Plan for the possibility of having to handle EPW.

4. **Lessons Learned Bulletin – Sept. 86**

Conduct planning for combat operations using the backplan technique.

The TF commander must have a clear concept of how the combat power available to him will be synchronized and then give his staff and subordinates specific instructions and guidance in terms they understand.

During planning standard And approved Army terms and graphics must be used to ensure common understanding by all combined arms and services team members.

Integration of the ground and Army Aviation assets requires detailed planning. The units must train together.

Aviation commanders in support of the TF must be involved in the Planning and wargaming process.

Intelligence planning by the BICC should be focused forward in time.

The BDE should ensure the Arty. DS Bn. wargames the FS plan with the maneuver plan; this will iron out Arty. specific issues.

In planning for the employment of FASCAM, consider time required to fire, amount of munitions required and effect on other use of Arty while FASCAM is being fired.

Plan for Rear Area Fire Support.

5. **Lessons Learned Bulletin – Feb 87**

Wargame Offensive IPB as an entire TF staff.

The Aviation commander must understand the ground maneuver commanders concept and intent.

Contingency plans must be developed for supporting aviation.

commanders and staff.

An Airspace Coordination Area must be carefully planned.

Air Defense planning must include:

- Fires on enemy attack helicopter positions.
- Direct fire employed against enemy air.
- ADA priorities.
- Enemy air corridors.

Plan for engineer work to be performed in the depth of the TF area of operations after the expected enemy contact.

TF plans must consider the employment and operations of the alternate TF TOC.

Plan for event - oriented triggers to key CSS displacement.

Plan for the OPORD briefing; it must be effective in communicating the plan. Items to consider:

- Brief the plan to the subordinates not to the CDR.
- Use a sketch to enhance understanding.
- The TF commander must be a proactive participant in the briefing.
- Conduct a briefback immediately after the OPORD briefing to ensure everyone understands.

Plan for TOC movement during the planning.

Plan for succession of command as the wargame is done. The TF 2IC may not be the most effective one to assume immediate command during the battle.

**6. Lessons Learned Bulletin – April 87**

Conduct Fire Planning for the rear area.

**7. Lessons Learned Bulletin – July 87**

Task organize early.

Plan for counter -reconnaissance and force security.

Consider Continuous Operations in plan.

Ensure engineer (all staff) has updated planning factors when preparing the estimate and participating in the wargame.

**8. Lessons Learned Bulletin – Jan 88**

Plan for commanders positioning during the battle.

Plan for rest and sleep during intensive and continuous battle.

Plan for succession of command.

9. **Lessons Learned Bulletin – May 88**

Breaching operations require detailed planning.

10. **Lessons Learned Bulletin – July 88**

Deception planning will occur at Division level or higher however the Bde/TF will ultimately be involved in the implementation of the plan.

11. **Lessons Learned Compendium – Fall 88**

Intelligence Preparation of the Battlefield (IPB) is an essential process during planning.

Understanding the commanders Intent is critical for the staff.

Use top down fire planning.

CSS planning along side the rest of the staff allows proactive CSS execution.

Use the FSB Cdr/staff as active participants in the Bde planning process.

Time management is enhanced through the use of Time/Event lists.

Wargame with the entire staff.

Minimize task organization changes.

Keep the orders clear and as concise as possible.

Plan for command succession.

12. **Lessons Learned Bulletin – Spring 89**

Include the medical platoon leader in wargaming during planning.

Set and follow a rest/sleep plan.

Allow maximum planning time to subordinates (1/3 of available time).

Use reverse planning technique.

Use doctrinal terms and graphics properly; avoid non-doctrinal jargon.

13. **Lessons Learned Heavy-Light Bulletin – Aug 89**

Understand the capabilities and limitations of the light force as the heavy TF conducts planning.

14. **NCO Lessons Learned – Oct 89**

Senior staff NCO's must be an integral part of battle staff planning, not coffee maker.

NCO's must attend the OPORD brief.

Plan for and implement sleep plans.

15. **Commanders Casevac System – Nov 89**

The medical platoon leader must be part of the staff during planning.

Planning for medical and casevac must be done for the entire battle.

16. **The Stone Forest Lesson Learned Bulletin – May 90**

Understand combat, combat support and combat service support ramifications of operating with a light force during planning.

17. **Fire Support Lesson Learned Bulletin – May 90**

Use top down fire planning with bottom up refinement.

The commanders intent must be reflected in the Fire plan.

The fire support capability must be explained to the maneuver commander in terms he understands.

Close-air support and army aviation require well designed control measures.

Copperhead and FASCAM employment require detailed planning.

The DS FA Bn. Cdr. must develop and wargame the OPORD with the maneuver commander.

18. **The Musician Of Mars Lesson Learned Bulletin – June 90**

Synchronization of the battle begins with a synchronized plan.

Changes/refinements which result from the rehearsals must be made to the plan and disseminated to the entire force.

Establish a timeline and adhere to it.

19. **Winning In The Desert Newsletter – Sep 90**

Issue OPORD forward so as to provide additional time for subordinate commanders.

Make simple but detailed plans.

Determine the criteria for key decisions in advance.

Plan to deceive the enemy.

Consider troop morale in planning.

20. **Fratricide Newsletter – Apr 92**

Fire and maneuver control measures developed during the planning phase can contribute to reduced fratricide.

Perform a fratricide risk assessment during planning and wargaming.

Consider direct fire weapons hold status similar to those used by ADA.

Coordination with adjacent units beginning with the planning phase will contribute to reduced fratricide.

Development, update and dissemination of the Chemical, Obstacle Overlay will reduce fratricide.

Brief OPORD down to lowest level that time allows so troops know concept, intent and maneuver scheme of adjacent and other force elements.

## LESSONS LEARNED INTEGRATED INTO CCF 18 TASK LIST

1. **Direct and Lead Task Force During Planning for the Battle**

2. **Receive Order From Higher Headquarters**

CSS staff must be involved in the planning process from the start.

Ensure staff planning factors are current at the outset of the estimate.

Establish a time line and adhere to it.

Intelligence Collection Plans must begin to be developed upon receipt of the Higher OPORD.

3. **Conduct Mission Analysis**

Understanding the commanders' intent two echelons higher is essential.

CSS staff must be involved in the planning process from the outset.

Allow maximum planning and preparation time to subordinates; use about 1/3 available time at your echelon.

4. **Issue the Warning Order**

Communicate any available IPB product information with the Warning Order.

Follow up Verbal Warning Orders with hard copy.

Verbal warning orders should be issued to the all leaders; a method of tracking WO receipt must be developed.

Task organize early.

Keep task organization changes to a minimum.

The TF must have an aggressive counter-recon plan early.

Use the reverse planning technique in planning.

Use standard Army approved terms and graphics when issuing WO.

Include a time line in WO.

Issue orders as far forward as possible.

5. **Commander Issues Guidance**

The IPB and decision making are part of the same whole, the entire staff and the commander must be involved.

Frequent changes in the task organization must be avoided.

Incorporate OPSEC and Deception into the plan.

Consider planning for the "vertical" dimension of the battle.

The TF commander must articulate his concept of application of available combat power to his staff as he provides his guidance.

Give guidance on development of contingency plans.

Give commanders intent.

Give fratricide risk guidance.

Consider troop morale in guidance.

6. **Prepare Staff Estimates**

Understand capabilities and limitations of light force with whom you are operating.

The staff estimates must be briefed to the commander in terms he can understand and use.

7. **Staff Develops Courses of Action**

Contingencies must be considered.

Develop enemy situation templates for each COA

8. **Staff/CDR Analyze Courses of Action**

Simple looking plans without sufficient detail derived from proper wargaming, are often not simple to execute.

How supporting fires are to be employed with the other elements of combat power is determined in the wargaming.

Incorporate OPSEC and deception into the wargame.

Wargame CSS.

Wargame casualties and CASEVAC.

Synchronize the obstacle and fire support.

Consider the vertical dimension of the Battlefield during the wargame.

Wargame possible EPW.

Wargame CAS and army aviation support if appropriate.

Wargame Command and control; Alternate TOC, TOC displacement and commander's location throughout the battle, succession of command.

Look for "triggers" during the wargame which then are reflected on the DST.

Wargame engineer work in depth of battlefield after enemy is engaged.

Wargame with entire staff present.

Synchronization of the battle begins with synchronization planning during the wargame.

Determine the criteria for battlefield decisions during the wargame.

Consider Fratricide during wargaming.

9. **Staff Compares Courses of Action**

10. **Commander Announces Decision**

Consider troop morale in the decision and plan.

Address contingency plans.

Give fratricide risk guidance.

Finalize Commanders Guidance.

Incorporate OPSEC and Deception into guidance.

11. **Staff Prepares OPORD/FRAGO**

The PIR and DST need to be clearly explained in the OPORD.

Provide sufficient copies of the TF graphics, Situation Template, and other critical hard-copy OPORD products in sufficient numbers so that Platoon leaders have a copy.

Fire planning must have a cut-off time for accepting changes.

The CSS plan must be prepared concurrently with the OPORD and issued at the same time.

The fire Support plan must reflect the commanders concept and intent, be planned therefore from the top-down, and the OPORD must direct bottom up refinements from the CO/TM.

Minimize task organization changes.

Write the order so that it is clear and concise, using doctrinal and standard terms and graphics.

Set a sleep plan either SOP or in the OPORD.

Senior staff NCO's must be an integral part of the planning process; not coffee maker.

The commanders intent must be clearly stated in the OPORD.

The OPORD must contain detailed planning and graphics to ensure complex operations such as CAS, Air-ground, FASCAM, COPPERHEAD are successful with minimal fratricide.

Fire control measures and maneuver control measures must be sufficient to provide battlefield control and prevent fratricide.

The OPORD must at the same time be in sufficient detail to guide actions in a complex battle, and be clear and simple.

Include the Modified Obstacle Overlay in the OPORD.

Coordination with adjacent units early, during the planning phase, will contribute to fewer fratricide, and less problems during the operations.

## 12. **Issue the OPORD/FRAGO**

Briefing the sit template and DST helps the commander focus the leaders on his intent.

The OPORD must be issued in about 1/3 of the time available.

All "slice" and organic personnel must understand the commanders concept.

The OPORD briefing must be planned; consider the brief is given to the entire force not the commander, briefbacks must be used, sketch charts enhance the briefing and understanding.

Use of large scale sketch maps of the AO will aid in OPORD briefing and understanding.

Conduct a briefback after the OPORD brief to ensure everyone understood.

NCO's must attend the OPORD brief and understand the commanders intent.

Issue the OPORD as far forward as possible so as to reduce travel time for subordinates.

Brief OPORD down to the lowest level to ensure troops know commanders concept and intent.

## 13. **Refine the OPORD/FRAGO**

Changes and refinements to the OPORD during the rehearsals and preparation phase must result in OPORD changes and then distributed to the entire force.

## CCF 18 CRITICAL TASKS AND OTHER LINKAGES

TASK	OTHER LINKAGES
3. Conduct Mission Analysis	
a. Derive and understand Commanders	Staff officer's knowledge of TF intent of next two higher commanders tactical SOP
b. Individual Staff estimates	Staff can perform planning procedures according to doctrine (estimates, orders, etc.)
5. Commanders Issues Guidance	TF commander can provide clear and detailed guidance for all CCF to staff.
8. Staff Analyze Courses of Action	Commander and staff have developed and trained to an SOP method of conducting a wargame.
11. Staff Prepares OPORD/FRAGO	Operations SET can consolidate all staff products and input into a final OPORD and reproduce sufficient copies to minimum time.
12. Issue the Order	<p>TF commander and staff develop sound techniques to brief OPORD.</p> <ul style="list-style-type: none"> <li>○ TF commander develops technique to determine key subordinates understand the TF OPORD.</li> </ul>

## PLAN FOR COMBAT OPERATIONS REFERENCES

### **FMs**

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5-102	Counter mobility, Mar 85
5-103	Survivability, Jun 85
71-2	The Tank and Mechanized Infantry BN/TF, Sep 88
71-123	Tactics, Techniques and Procedures for Combined Arms Heavy Forces; Armored and Mechanized Infantry Brigade, Battalion Task Force, and Company Team, Sept 92
101-5	Command and Control for Commanders and Staff (Draft), Aug 93

### **ARTEPs**

6-115-20-MTP	Mission Training Plan for the Field Artillery Bn. FS, Jan 90
5-145-MTP	Mission Training Plan for HHC Engr Bn- Heavy Corps, Feb 89
71-2-MTP	Mission Training Plan for the Tank and Mechanized Infantry Battalion Task Force, Oct 88

### **Student Texts**

ST 101-5	Command and Staff Decision Process - U.S. Army Command and General Staff College, Jan 1994
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### **CALL Lessons Learned Bulletins**

NTC Commanders Memorandum - Nov 85

Lessons Learned Bulletin – Jan 86

Lessons Learned Bulletin – July 86

Lessons Learned Bulletin – Sept 86

Lessons Learned Bulletin – Feb 87

Lessons Learned Bulletin – April 87

Lessons Learned Bulletin – July 87

Lessons Learned Bulletin – Jan 88

Lessons Learned Bulletin – May 88

Lessons Learned Bulletin – July 88

Lessons Learned Compendium – Fall 88

Lessons Learned Bulletin – Spring 88

Lessons Learned Heavy-Light Bulletin – Aug 89

NCO Lessons Learned – Oct 89

Commanders CASEVAC System – Nov 89

Fire Support Lessons Learned Bulletin – May 90

The Musician of Mars – Jun 90

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Fratricide Newsletter – Apr 92